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AUGUST 21, 1967

RAILWAY AGE

THE TRANSPORTATION WEEKLY

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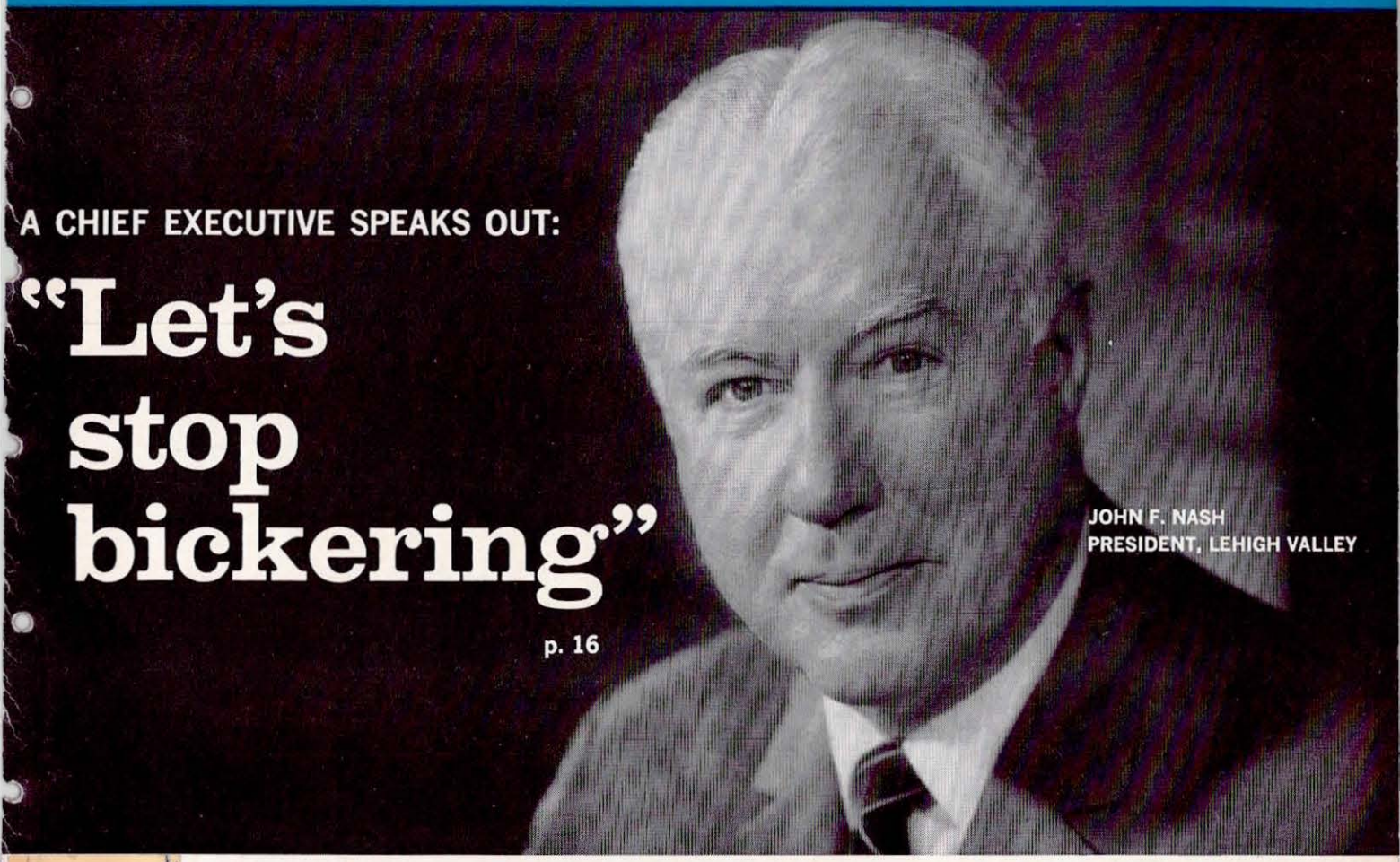

A CHIEF EXECUTIVE SPEAKS OUT:

"Let's stop bickering"

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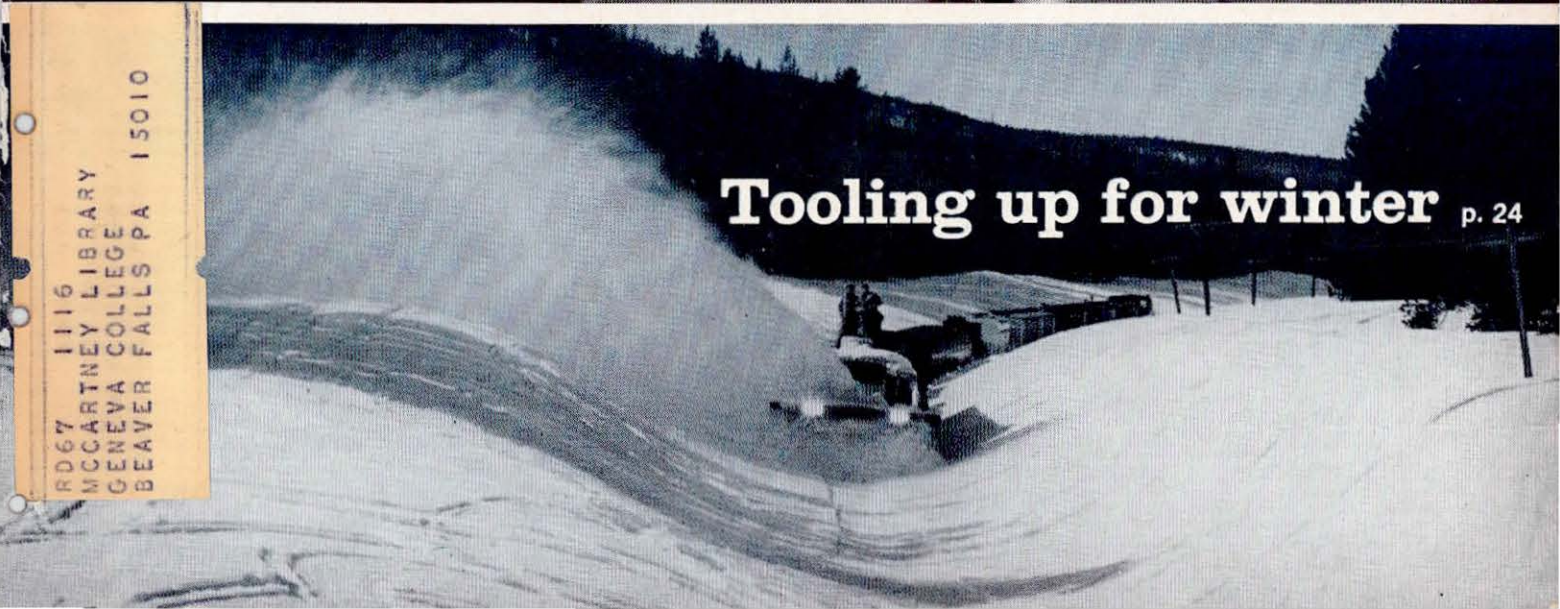
JOHN F. NASH
PRESIDENT, LEHIGH VALLEY



Tooling up for winter

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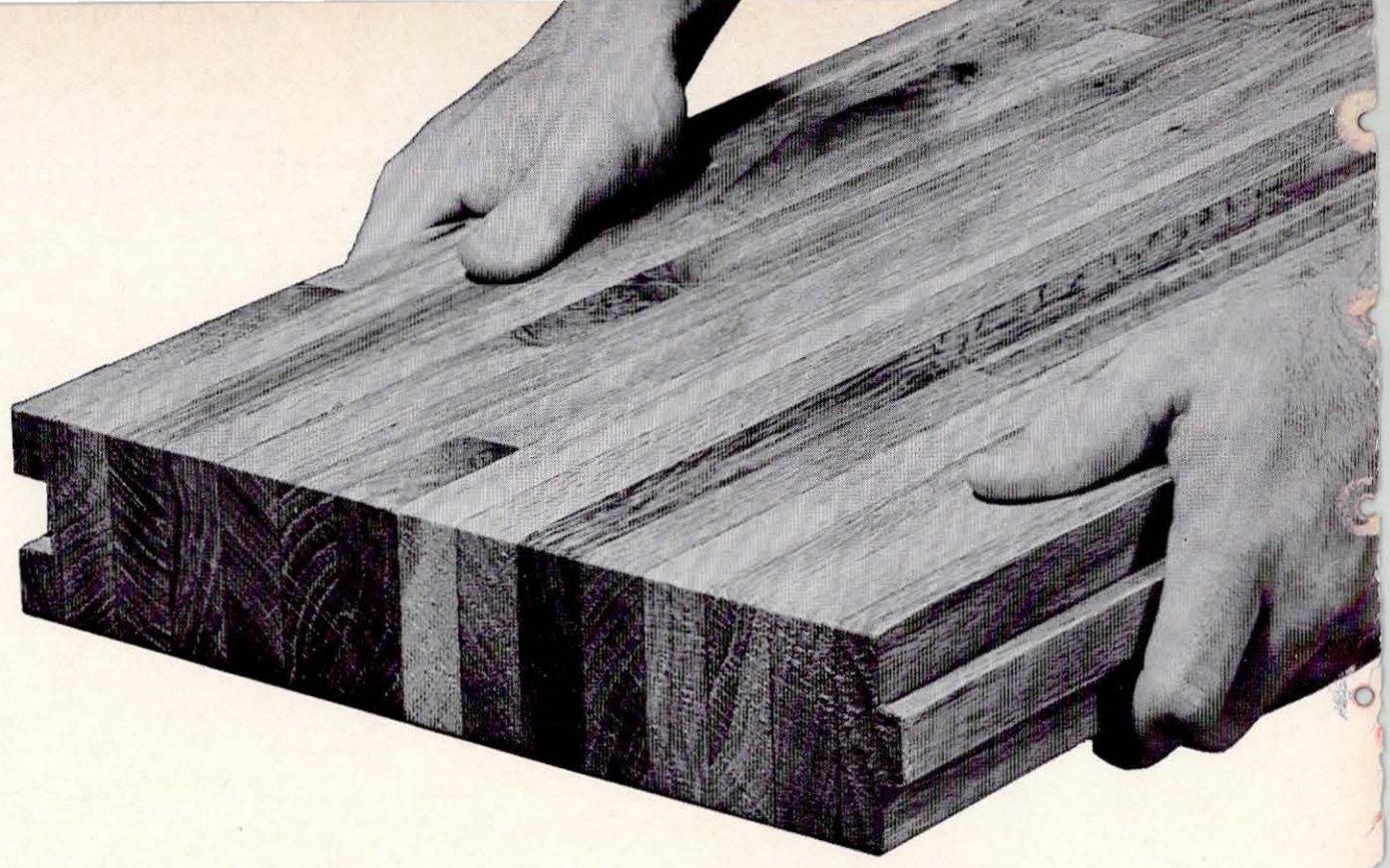

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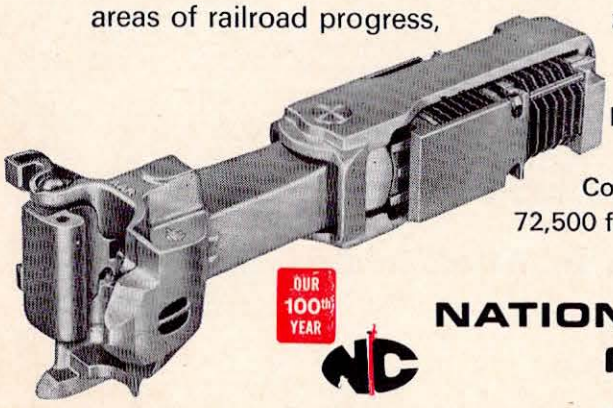

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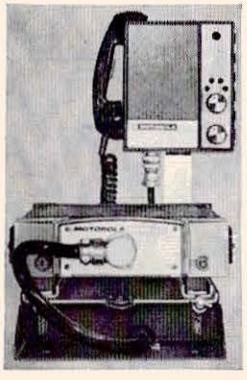

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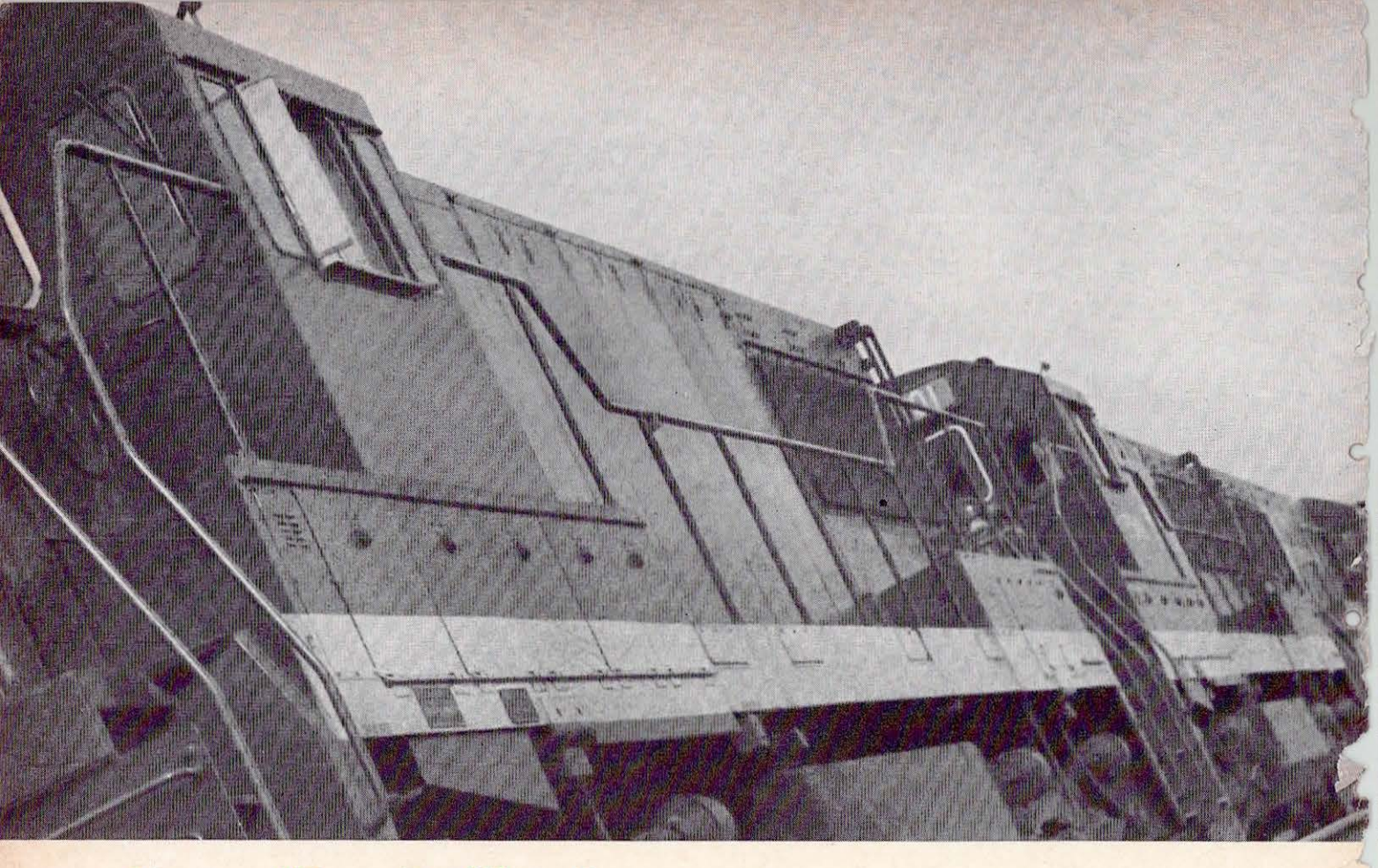

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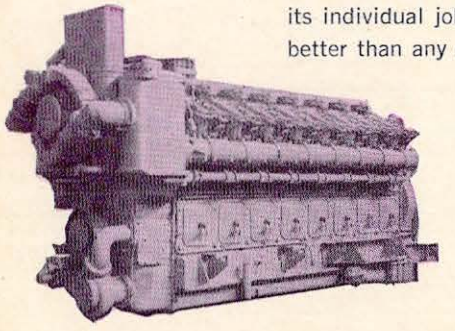

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SHORT AND SIGNIFICANT

NYC president backs $2.5-billion bond issue

Voters in New York State will be asked Nov. 7 to approve the biggest transportation bond issue in history—a $2.5-billion package that would put unprecedented emphasis on railroad mass transport. Last week New York Central President Alfred E. Perlman called on business and community leaders to support the bond issue as a vital step in creating a "modern, coordinated transportation service." Perlman pointed out that the new law would establish a Metropolitan Transportation Authority (replacing, and expanding, the present Metropolitan Commuter Transportation Authority, which now controls the Long Island). The new authority would assume control and operation of bridges, tunnels, subways and bus lines in the New York metropolitan area, as well as the LIRR. Among other things, additional money would be made available for new railroad commutation equipment.

●

LBJ names Pan Am Congress members

President Johnson announced appointment of six members of the U.S. Commission in the Pan American Railway Congress Association. Named as chairman was AAR President Thomas Goodfellow. Other members named were Daniel Loomis, former AAR chief; Willard Deason, Commissioner, ICC; D. W. Brosnan, president, Southern; Carroll Burks, president, American Short Line Railroad Association; and Covey T. Oliver, Assistant Secretary of State for Inter-American Affairs. Stepping down as a member of the U.S. Commission is William T. Faricy, former chairman of the board and chief executive officer of the AAR, who had served on the U.S. Commission as either chairman or member ever since Congress created it in 1948. President Johnson wrote Faricy a personal letter of thanks for his services.

●

HUD transit money

Department of Housing and Urban Development officials announced that over $133 million in matching federal funds for mass transit programs were distributed during FY 1967. This represented 73 projects ranging from the smallest systems to the largest. A similar amount of money is available in the current fiscal year, and for FY 1969, the House voted $175 million.

●

TOFC at Midyear: Up, up and away

In spite of the dip in carloadings and the dampened showing in railroad earnings during the first half of 1966, piggyback continued to grow at a healthy rate, according to the AAR. The number of rail cars loading trailers topped the one million mark in both 1965 and 1966, and first half figures for this year show the rate is still going up. In the first six months, a total of 586,000 rail cars hauled 965,000 trailers or containers, a gain of 4% over the corresponding period of 1966.

●

Studies begin of 500-mile Alaska line

E.B.S. Management Consultants were engaged to begin feasibility studies of a proposed 500-mile extension to the Alaska Railroad. The Northern Operations of Rail Transportation and Highway Commission (NORTH Commission) initiated the move, in an effort to spur development of the region beyond Fairbanks in the extreme north. Governor Walter Hockel hailed the move as a great forward step.

MONDAY MORNING REPORT

More training for signalmen?

If you're a rail management man negotiating a new labor contract, you'll be looking at demands in the categories of wages, hours, working conditions and fringe benefits. Then maybe you'll be scratching your head and wondering—"What do these fellows really want?" In the case of signalmen, it looks like they want something in each category, but have particular feelings about getting better training opportunities. That, at least, is the way it sounds, talking to Jesse Clark, outgoing president of the Brotherhood of Railroad Signalmen, on the eve of a BRS election of a new president.

Why it counts

Why the fuss over training? To Clark, these words—delivered by Northern Pacific President Louis W. Menk at a BRS meeting—are significant: "If ever there was a growing field, one that is in its infancy, this is it. Your skills are those essential to the new technology which undoubtedly is going to provide the railroad industry with much the same kind of impetus as did the diesel locomotive." And added Menk: "Compared to the technology you will master in the years ahead, the diesel will no longer seem so very advanced." Getting ready for those years ahead is the crux of Clark's argument about signalmen's training. The retiring BRS President says, "I think the railroads have been shortsighted in the fact that they have been reluctant to properly train people and pay them a sufficient wage to keep them. We know that qualified signalmen are in demand today— By training, they can make sure that the boys are qualified to perform the necessary work in connection with new techniques."

Make it a team effort

From Clark's point of view, nothing must be done to the detriment of seniority ratings of older men in the field, but the problem remains—how do you qualify newer, younger men for the requisite advanced skills? He says: "It is the responsibility of both management and labor to see that these boys are qualified. I have stated repeatedly to management that I am willing to enter into an agreement with them that we require as a condition of employment, particularly for the new hirees, that they do educate themselves on the job to meet these requirements, and be ready to step in when the opportunity permits."

How it might be done

"I think the railroad industry should contribute more in the way of text books, training on the job, and off-the-job instruction. I think the new employee must understand that when he comes into railroading, he will have to go through this training course in order to qualify. While he is in training, he will be accumulating seniority. When he completes his training, he can step into a job that he can maintain," said the BRS chief.

"Management's responsibility"

Clark emphasized that in the sort of joint-training program he has in mind, the Brotherhood would require that the men take training courses—"and they must study, off company time, if you please, to qualify." But, he added, "We can't provide the necessary signal equipment or facilities for them to get on-the-job training. That is management's responsibility." Clark singled out the Canadian National as the North American road that has gone the furthest in the direction he has in mind. Anybody else interested? Clark reported Thomas Goodfellow was, when he was president of the LIRR; now he is AAR president, Clark said, "I will be knocking on his door again."

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RAILWAY AGE
WEEKLY

August 21, 1967

WEEK AT A GLANCE

Crisis on the New Haven—What next?

The fate of the New Haven is as confused as ever, with cash reserves running low, and the Penn-Central merger still not consummated.

Two weeks ago the ICC directed the Pennsylvania and New York Central to draw up plans for leasing the road, once their merger is approved. The idea was that acquisition and complete absorption would take time, and time is just what the New Haven does not have.

But the crisis is even more pressing, as cash reserves are depleted. New Haven Trustee Richard Joyce Smith warned that the weekly payroll is $1.6 million, and cash on hand is down to $5.5 million, and likely to sink to $2.8 million before the end of the year.

A meeting called in Washington by Sen. Jacob Javits (R.—N.Y.) and Rep. Ogden Reid (R.—N.Y.) drew representatives of DOT, HUD, the Post Office and the Defense Department, to consider the situation. Dr. Robert Nelson of the Office of High Speed Ground Transportation was reported to have vetoed a proposal to turn over $2 million in high speed funds to the beleaguered railroad.

At the end of last week, the White House was said to be considering some sort of crash program to raise between $5 and $10 million to keep the road afloat, while the Penn-Central merger issue remains unsettled.

ICC modifies order in N&W inclusion case

The ICC has modified its order in the so-called Norfolk & Western inclusion case. That order, served June 12, requires N&W to take Delaware & Hudson, Erie Lackawanna and Boston & Maine into its present system. The modification order's principal position is designed to mitigate the impact of taxes on D&H stockholders. It authorized N&W to acquire that road's assets, rather than control of its corporate structure. The order also changes employee-protection requirements to freeze jobs of affected D&H, E-L and B&M employees until a protection agreement is reached voluntarily or prescribed by the Commission. N&W has appealed this inclusion case to the courts. It contends that a more equitable way to take care of the three roads is proposed in its plan for merging with Chesapeake & Ohio.

The N&W's plan contemplates organization of a subsidiary which would take over the three, and the Reading and Jersey Central too.

D.O.T. wants action on grade-crossing accidents

The grade-crossing safety problem is getting out of hand, and the Department of Transportation served notice it wants something done about this. Secretary Alan S. Boyd ordered an immediate program aimed at cutting down on the number of accidents, which he estimated would result in 1,800 deaths this year. The D.O.T. chief directed A. Scheffer Lang, Federal Railroad Administrator, and Lowell K. Bridwell, Federal Highway Administrator to ask each state highway department to pick one grade crossing for each 4000 miles of federally aided highway for testing of "the most suitable known or proposed system of protection."

Altogether, some 200 crossings would come into the program. The knowledge gained would presumably aid in development of devices for use on a wide scale. Boyd estimated that this year there will be more than 14,000 accidents at rail-highway grade crossings. More than 15,000 people will be injured, and property losses will be at the $100-million-mark.

According to Boyd, "The railway-highway grade crossing problem is a railroad, highway, and public problem which requires an intensive attack on all factors which contribute to such accidents."

He pointed out that up to 10% of funds available to the states under the federal highway-aid program may be used for improvement or elimination of grade crossings. Under the 1966 Highway Safety Act, funds available to the states may be used for appraising grade-crossing problems even if roads are not part of the federal-aid highway system.

New-car installations continue at high rate

Despite a severe slump in new-car orders this year, railroads are still installing more cars than they are retiring—thanks to large backlogs built up last year when traffic was still high. The 7% investment tax credit was still encouraging purchases and wage increases were only a threat on the horizon.

Latest information from the AAR's Car Service Division shows that Class I roads put 82,979 new cars into service during the 12-month period ended June 30, and retired only 71,965. A year ago, the corresponding figures were 73,030 new cars installed and 69,565 cars scrapped.

But the outlook for a continuation of this healthy gap between installations and retirements is not good. Re-instatement of the investment tax credit early in the summer did not result in the expected flow of new-car orders—and on July 1, the backlog of cars on order had shrunk to 36,843 from the year-ago backlog of 56,759.

The number of serviceable cars in the Class I fleet increased from 1,414,938 on July 1, 1966, to 1,420,402 on July 1, 1967. There was also an increase in the number of cars awaiting repairs—77,730 on July 1 of this year, 72,180 a year ago.

GUS WELTY'S LINES ON LABOR

WELTY

"WHY, IN HEAVEN'S NAME," this fellow asked, "would anybody want to be a local union officer?" And the echo came back: Why, indeed, in these days of centralization of power, and at a time when some organizations seem to be hanging on by their fingernails? As most local chairmen would probably agree, the job provides more grief than glory, more lashes than laurels. Yet men seek these jobs — and top union people themselves are sometimes at a loss to explain why. The reasons you get when you ask the question seldom seem concrete.

AT ONE END OF THE SCALE, perhaps, are a few men who actually aspire to the top job in their union. At the other end, probably, are a few men who just want to get enough attention that they'll be tabbed sometime as convention delegates. Then, some men figure a local chairmanship, handled right, can be a stepping-stone into the ranks of company management. And some men just can't help being leaders.

THOSE WHO FOLLOW the American dream —that any boy can be elected president— are real dreamers. One of the hallmarks of union officialdom is longevity. Recent history, if the records are accurate, shows only one union president deposed in an election, and only one case where a junior man leapfrogged into the presidency (through an exercise of brainpower and backbone). Death and voluntary retirement are almost the only factors which can apply a can-opener to union executive offices.

LOCAL OFFICERS whose desire is to do a bit of living off the union can be dismissed. So, for purposes of this discussion, can those whose aim is to draw managment's attention and thus scramble into the supervisory ranks—either through displays of cooperation or through nuisance-displays of strength. But it's the men who gravitate toward positions of leadership who form the basis for whatever future the organizations have.

ONE OF THE BRT'S general chairmen, George R. Perkins of Southern Pacific, recently raised the "why be a local chairman?" question, and answered it this way: "It isn't for the money—he isn't paid that much. It isn't for the thanks—because nobody ever thanks him. It isn't for the fame—for there isn't any. It's because he, as local chairman, has some control over what happens to him and his brothers, and because he wants to know that the men he represents and works with are getting a fair shake from the company. He makes democracy work where it counts."

OVER-DRAMATIZATION? Possibly, but what Brother Perkins says deserves a listen. If he's right, the organizations have a far better future than they do if he's wrong.

Railroads: Wall Street's rosy view

There are good guys on Wall Street, and there are bad guys. One of the good guys, as far as railroads are concerned, is Pierre Bretey, senior vice president of Hayden, Stone and one of the most widely quoted (and highly respected) rail analysts in the business.

Even in the worst of times—times, like these, of sluggish traffic and worse-than-sluggish earnings—Bretey is an unfailing optimist. This is not to suggest that he is a naive peddler of blue-sky forecasts; you don't stay in the analyzing business for 46 years that way. Bretey simply has a way of calling the big battles, and letting others get gloomy about the ambushes of the day.

● **Bretey's long view.** Because of all this, Bretey's annual "Railroad Industry Review" is one of the best-read documents of the year. The latest edition, which was in the hands of investors last week, is no disappointment.

Co-authored by Bretey and his young associate, Karl Ziebarth, the 1967 edition of the review is a 73-page compendium of facts and figures liberally sprinkled with judgments tempered by four decades on "the Street."

The review opens on an upbeat: "The surprising ease with which the railroad industry has weathered the adverse economic conditions of the past three quarters confirms the opinion that the changes in the industry which have been taking place over the past decade are basic in nature. It follows that the sharp recovery in earning power which has taken place during that decade is based on solid growth and not on a purely cyclical recovery."

And it ends on a similarly optimistic note:

"Once the long-term uncertainties of taxes, the War, and the ghetto recede from the public mind, a strong business expansion can take place. As noted in these pages, the railroad industry is well positioned to take advantage of the ultimate traffic upsurge which will then ensue. And then the 'yellow board' will flash 'clear' as rail earnings resume their headlong growth. The thoughtful investor will do well to follow the rails as these developments occur; most importantly, he stands to benefit from higher price-earnings ratios as the improved long term outlook is reflected in the price of railroad equities."

● **Potentials outweigh problems.** Why the thoughtful investor will keep a sharp eye on rails is spelled out in some detail in the intervening pages.

Bretey summarizes his reasons for optimism in these words:

"Despite admitted problems, the potentials of the railroad industry are such that virtually no other industry group seems likely to show a comparable growth in earnings over the next five years.

"If . . . the railroads can hold their own share of the nation's total intercity ton-miles over the next five years, and the long-term growth of the economy should amount to about 2.9% annually compounded, or about 14.5% over the period, then even after taking into account the need for competitive rate adjustments, this could be translated into something like a 10-12% gain in freight revenues, or in round numbers $1 billion. To the extent that rate increases, such as that which is currently contemplated, are received, this percentage increase could be larger.

"With about 50 cents out of every dollar carried down to net income once the industry's breakeven point is reached, which would be the case with such an increase in gross, an improvement of $500 million in pretax net income may well be expected. Savings from the elimination of featherbedding by firemen and trainmen may ultimately amount to some $348 million each year. The substitution of more modern second generation diesels for existing power could produce savings of nearly $220 million annually, if the initial results obtained so far are borne out by more extensive experience.

"Merger savings should total at least $220 million annually, though of course not all of this will be realized by 1970; perhaps 55% will be, or about $122 million. Income from real estate operations might well increase by $100 million over the next five years. At least half of the potential savings from data processing should be realized by that time.

"On the debit side wage increases already in the final stages of negotiation plus further rises in an inflation-biased economy should total $450 million annually by 1970. Such increase would more than absorb all of the savings from eliminating firemen and other featherbedding practices.

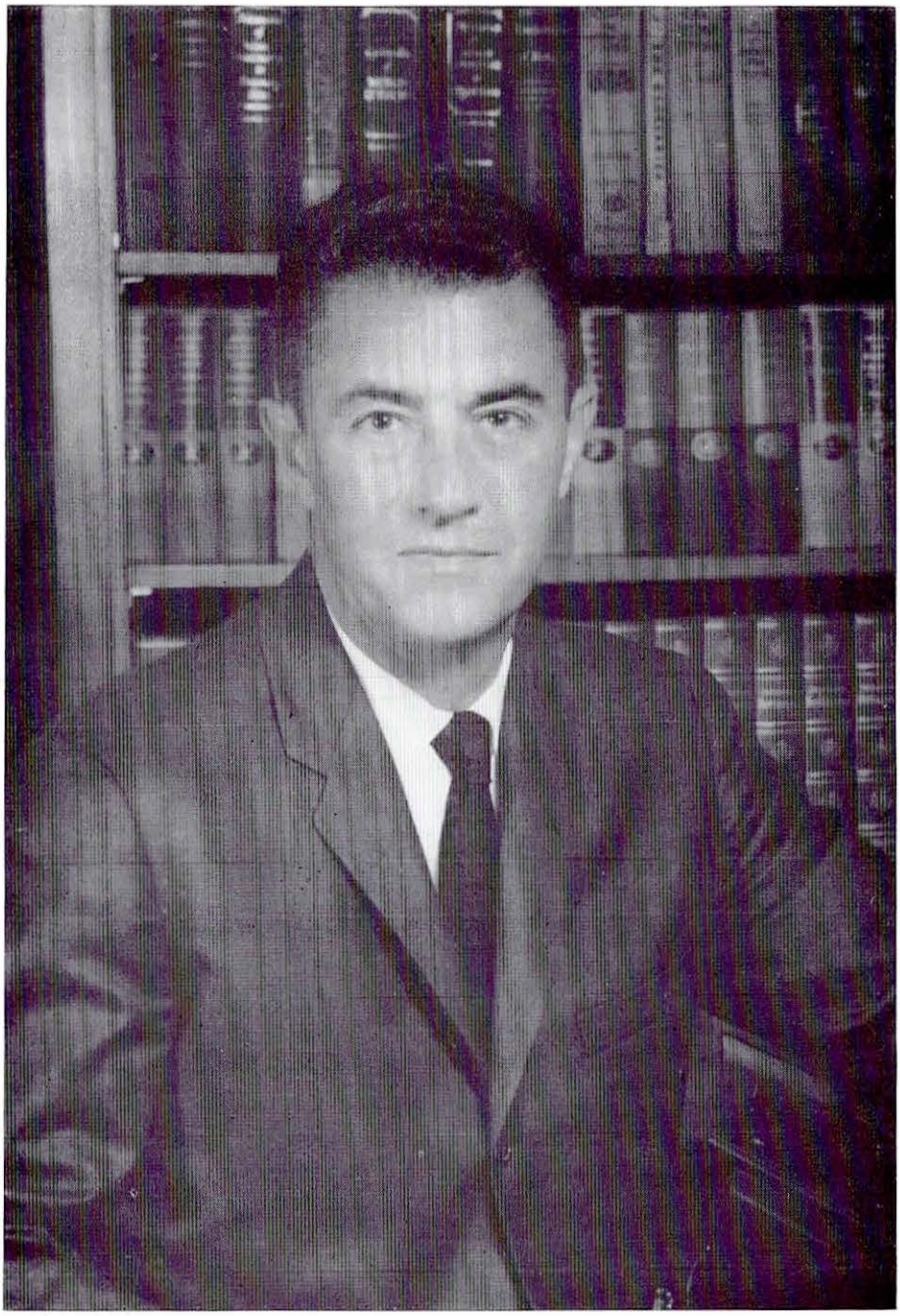
"Fuel and material costs must also inevitably rise as will recorded depreciation accruals due to the higher cost of new equipment. Withal, these other costs may well run up another $150 million annually by 1970.

"To summarize, the following table will show what we believe is a realistic appraisal of the potentialities of the Class I roads over the next five years or so:

GAINS	
Net from traffic gains	$500,000,000
Featherbedding savings	348,000,000
New diesel power	220,000,000
Merger savings	122,000,000
Real estate	100,000,000
Data processing	270,000,000
	$1,560,000,000
LOSSES	
Increased hourly wages	$450,000,000
Material and depreciation expense	150,000,000
Net gain	$960,000,000

"Nor do these potential gains include savings from automated locomotives, and from reductions in the passenger deficit. Such combined savings might well be on the order of $500 million. . . .

"Admittedly these gains are crude projections. Yet we do feel they are realistic, and should they prove too optimistic, the resultant total, even allowing for a 10-20% margin of error, would still represent a startling gain, justifying our expectation that the earnings growth of Class I railroads will outstrip all but a handful of the most highly regarded investment media available today."



W. N. DERAMUS, III, PRESIDENT AND CHAIRMAN OF THE BOARD
Kansas City Southern Lines

"Railway Age today, as throughout the years, has proved most valuable to Kansas City Southern Lines in providing both a specialized and general source of reliable information. The Age represents a very important asset to the railroad industry."

W. N. DeRamus III

Circle 8 on reader service card ▶

The valve we introduced in the Thirties is still going strong.

So why did we design a new valve?

We did it to help railroads lower transportation costs. Our new freight brake control valve is not only the most responsive and efficient ever devised—it also may *double* today's COT&S interval. That's because we've eliminated the major reason for frequent cleaning periods—the wear and leakage of metal piston rings. Instead, we've designed it around leakproof rubber seals and diaphragms that prevent leakage, speed up valve action, and allow smoother operation and longer service intervals.

The WABCO ABD Control Valve is tailor-made to provide the closer speed control necessary for the tightly scheduled freight trains of tomorrow. This is the brake control valve that makes trains run faster because it accelerates brake release, even if the train is not fully equipped with ABD valves.

The trend is to larger cars, tighter schedules, and higher average speeds—almost as fast as passenger trains. This advance in railroading will lower transportation costs but also will put critical demands on speed control equipment to maintain higher speeds within signal blocks. Meeting these demands is WABCO's business. Our speed control developments include: the WABCOPAC® Brake Assembly for more efficient control and response, the Remote Multiple Unit control system for closer speed control and braking efficiency on high-speed freight trains, and the ABD Valve for accelerated releases. For more information, contact Westinghouse Air Brake Division of Westinghouse Air Brake Company, Wilmerding, Pa. 15148.

WABCO

WABCO HAS IT NOW—CLOSER SPEED CONTROL FOR TOMORROW'S FASTER FREIGHTS

Lehigh Valley President John F. Nash says:

"Let's stop bickering"

The price of infighting is high, warns LV's chief executive—and railroads can't afford it.

For 42 of his 58 years, John F. Nash has been a working railroader. He rose from a clerkship on the New York Central (1925) to the senior vice presidency of that system (1963) before becoming president of the Lehigh Valley (1965). No railroader has spoken out more persistently (or more perceptively) against government-spawned inequities that afflict the railroads. In Geneseo, N.Y., last week, addressing a meeting of the American Short Line Railroad Association, Nash turned an equally perceptive eye on some of the internal conflicts which, he contends, are hurting the industry. Here's what he had to say.

Some years back, a distinguished visitor to this country made a statement to the effect "We will bury you" . . . meaning, I am sure, by more production, enforced subjugation of our people and ultimate domination of our capabilities. At the same time the response of our people was one of flippant derision directed at Mr. Krushchev, and the prevailing attitude was, "It can't happen here."

I can agree with that fast answer only so far as a foreign power is concerned. However, today it seems to me that we indeed are "burying" ourselves by our own actions—or our inactivity. More and more dangerous cancers are coming to the surface. We are not as healthy as we appear to be.

Our newspapers daily report events, actions, trends that certainly are detrimental to the best interests of this nation. But many of these seem to go unchecked. At least no effective brake is being applied.

We, and other industries, are subjected to "wildcat" strikes; dangerous demands are made on us; riots by rebellious elements are not snuffed out but are only partially controlled to smoulder and ignite again some other day.

Possibly it is the collective effect of

> "We have been stymied by our own actions, mostly, in completing the realignment of rail systems in the East."

> "In our industry, this quarreling, this lack of agreement has too often resulted in the trucks, the airlines, the waterways operators moving in and picking up the business."

these "happenings" which have increased the tendency for malicious sniping and harassment rather than cooperation in day-to-day business and national affairs. It is no surprise then that the papers daily chronicle how one political or business community acts with animosity to thwart the efforts of another with no thought given to the overall result or how it affects the general public. Once an advantage is gained, it's show them no mercy.

Maybe this antagonism isn't overt, but the results are the same. The public, in the long run, is the loser. In our industry we see some classic examples of this—some of our making, some because of the laws under which we operate. The Central Railroad of New Jersey is bankrupt. With the aid of the State of New Jersey it recently revamped its passenger service and was permitted to shorten its commuter runs in that state. However, Pennsylvania still required it to operate a passenger train between Allentown and Easton, until just this week. No one rode the train—but they still had to run it for months. That didn't help the CNJ's financial plight one bit.

Then here in New York State we have an antiquated excess crew law. These laws require the use of more men than necessary under the guise of safety to operate trains. The few states —and they are declining—with these laws do not have better safety records than the other states; in some cases the safety record is worse. The railroad loses because it must pay for work not performed and the public suffers from this inefficiency on the part of the railroad either through higher charges than necessary or reduced service in an attempt to absorb these extra costs.

These trends which I have cited unless checked will result in our burying ourselves shovelful by shovelful.

The outlook for labor peace certainly isn't bright. The United Auto Workers are asking for a large "package request." It would appear that the two sides are too far apart to settle peacefully. If this major strike takes place, and it seems to me that government officials are betting that it will, it will have a very serious effect upon the railroads and the nation's economy. Again, a few more shovelsful.

Many of our special interest groups seem to have embarked upon programs to gain whatever advantage they can, not particularly caring who pays for it. This deluge of bickering and self-indulgence can shortly assume bulldozer proportions unless we work for the restoration of a more cooperative atmosphere between labor and management; between industry and industry; between state and state. Indeed it is increasingly difficult to remember that we do call ourselves the United States.

The railroad industry is not immune from this bickering and infighting. There are times when it appears the industry has more than others. Railroad management must seek more grounds for agreement as a substitute for self-defeating selfishness. This petty throwing of one's weight around in the industry always reminds me of two dogs that were growling over a bone. While they were snarling at each other another dog came along, picked up the disputed bone and calmly went his way. In our industry I'm afraid this quarreling, this lack of agreement has too often resulted in the trucks, the airlines, the waterway operators moving in and picking up the business. There may be no unanimity of opinion among them, but they have enough sense not to bat each others brains out.

Our industry's disunity merely compounds our problems in developing better basic transportation policies, adapting money-saving methods and better overall systems. We must find more areas of agreement. We must reduce existing bitterness. We must work together. We must do this in the public interest—if not our own.

Our railroads' objectives are the same: deliver the goods for the least cost in the shortest possible time. Surely we can improve our railroads and our relations with other modes of transportation to give the customer the best service possible. This is the public interest. If we continue our shortsightedness, we play into the hands of those who would nationalize the industry—in the public interest, as they put it.

This is in our power to correct quickly. Other problems are not.

This divisiveness manifests itself in many ways—and always to our detriment. There was a long delay in applying for the much-needed freight rate increase because of a lack of agreement as to what form it should take. There was no question that it was necessary . . . just how to apply it.

Few outside the industry seriously questioned the need for relief. The railroads had managed to cut freight rate charges about 14 per cent while the cost of living had increased 15 per cent in the same period but spiraling costs and lower volume were proving too costly.

However, capitalizing on this disagreement, there came a parade of witnesses to protest the raise. That the railroads were denied the full increase could very well be laid to their own bickering which played into the hands of the opposition.

The United States is, we proudly proclaim, made up of people who are advanced, progressive thinkers, always looking for improvements to existing ways. We regard ourselves as world leaders.

But there are those who seriously question our superiority in the field of

transportation. They tell us about the superior trains operating in France, Germany, Switzerland and Japan. They point to the progress being made in Canada.

Yet no one questions that we in the United States have the talent, technology, research—the nuts and bolts if you will—to complete any program initiated on sound policies providing it is adequately financed. Yet we severely limit our progress along the road to better transportation.

We can have a better transportation system. As a starter, it would be of tremendous assistance if the Congress would reconsider its ban on fully integrated transportation companies. The combining of rail, truck, ship and air transportation must come. It is in the public interest. Just as it could be argued that the imposition of shackles on the railroads was in the public interest in the days when it had a virtual monopoly on transportation.

Today this restriction is a heavy millstone which prevents us from offering a complete transportation service—a better service at lower cost to the shipping public. Canada, our neighbor to the north, has taken that step. Its services are well on the way to being fully integrated. As Canadian industry benefits from this service there could be a deleterious effect upon freight movements in the United States.

Fortunately, we may now be moving toward an integrated transportation system. The creation of the Department of Transportation was the first big, tangible step in this direction. It is not inappropriate to hope that the Department of Transportation will lead the way—and will be powerful enough to prove to self-interest groups that the best hopes for good transportation lies in integrated transportation. The public will become more aware of the need through reports and studies of the Department of Transportation. Shippers today want fast, efficient low-cost service. This is the public interest that we feel certain will prevail.

Before we reach the day of integrated transportation we have it within our power to substantially improve our service to the public. That's by mergers. The financial pictures for the first six months of 1967 were totally unsatisfactory to the railroads. The freight raise will help improve the picture during the last half, but it's still no final solution—nor is it always the answer to poor earnings.

Freight increases will be required from time to time when rising costs outrun gains in productivity. But the public interest requires us to improve our efficiency and update our methods of operation. This all emphasizes the need for prompt realignment of the railroads into modern, efficient systems through mergers. Through mergers we can achieve maximum coordination, eliminate duplication of routes and facilities, improve car supply and provide faster, more competitive and less costly service to the customers.

"We are streamlining our house.... But how soon will we really start capitalizing on these fundamental changes?"

We have been stymied by our own actions mostly, in completing the realignment of rail systems in the East. But at the same time our competitors—the truckers—are moving ahead quickly on mergers. If three truck firms now studying merger consolidate they will form a single corporation with 37,000 miles of transcontinental routes. Big? Even the New York Central-Pennsylvania merged system will have only 19,000 miles of road. While we slug it out in the courtrooms our competition effectively improves its position with the shippers.

Fortunately we haven't let our handicaps—the self-imposed ones and the legal ones—keep us from building a strong foundation for a better future. Once more the railroad industry, our college recruiters tell us, is securing more of the top graduates because they see a good future for the rails—and for themselves.

Railroad wages—at all levels—are competitive. Railroad employes are among the better paid workers in the nation. A government survey shows that production workers in all manufacturing industries average $2.71 an hour. Rail workers get $3.07.

Factory workers, the survey found, earned $113 a week. Rail workers averaged $137. Train crewmen even top this. Road freight engineers average $216 a week; conductors $197; firemen $169, and brakemen $167.

None of these rates can be termed sub-standard, but despite them we have a difficult time overcoming the prevailing image that railroads aren't a good place to work. Poor earnings and decreasing overall employment are strong deterrents to many young people who would work for us. Total railroad employees in June of this year were 623,529, or 2.94% below a year ago I think the decline will continue until earnings are stabilized.

Those who do join us are getting in on the bottom floor of a changing industry. Most railroads, the Lehigh Valley included, are in a crash program to update their management techniques. We are fortunate that we can skip a few of the transition steps, profiting from the experience of others. The computer, for example, is drastically changing management thinking and has a tremendous impact on how we conduct our business. It affects all levels of management.

In short I'm saying we are streamlining our house; regenerating our physical plant, upgrading our equipment and arming ourselves with high caliber young people with tremendous potential. We're thinking of better ways to do things. We inherently are the most efficient form of transportation and with more people, more goods and more production we have an excellent future.

But how soon will we really start capitalizing on these fundamental changes?

I could tell you—if I knew when we would stop squabbling and haggling among ourselves and remember we are here to serve the public.

I could tell you—if I knew when this nation was going to face up to the problems besetting it instead of trying to sweep them under the rug in the hope that they will go away.

I could tell you—if I knew when the heat of public clamor for a modern transportation system would be felt in Congress; when the states would remove barriers to efficient operations; when more of the new breed of labor leaders who feel that a company must make a profit to be a good place to work, make their views felt.

There's nothing insurmountable in these "ifs." They involve mainly a change in attitudes. That's why I am confident that the railroad industry faces a period of tremendous change and growth. I think most of us here will see that change. ■

FINISHED PRODUCT of Illinois Central's locomotive rebuilding program is No. 8109, above, first off line.

IC shop busy with rebuilding program

The growing need for modernized locomotives prompted the road to supplement overhaul schedule at Paducah shop.

Illinois Central's heavy repair locomotive shop at Paducah, Ky., is humming with activity reminiscent of the days when the road built a considerable portion of its own steam power. The reason—a 1967 schedule to rebuild and modernize, literally from the rail up, 18 diesel-electric locomotives at a cost of over $2 million. (RA, June 26, 1967, p. 83).

The rebuilding and renumbering program will be applied to eight freight locomotives, along with six passenger and four switcher units. Three units, one of each type, have currently been outshopped and are in service. All this work is in addition to the regular shop schedule of locomotives due for repairs.

● **Why rebuild?** In commenting on the rebuilding program, O. H. Zimmerman, vice president and general manager said, "While we are continuing to purchase larger and more powerful lomotives from commercial builders, there could be an increasing amount of engine modernization work done on the Illinois Central. The rising cost of new diesels, the IC's increasing need for more power, and economic logic all are factors in decisions to buy or rebuild."

The first locomotive recently outshopped was the 8109, a 12-year-old GP9 which came to the IC numbered 9109 in March 1955. According to B. D. Venable, the road's chief mechanical officer, "The various specification changes made at Paducah shops as compared with the original builders' specifications are expected to contribute materially to prolonged service life with a minimum of non-scheduled maintenance. The 8109 can be characterized as the latest in 'reduced maintenance' locomotives. While the locomotive is still rated at 1,750-hp, much of the complex equipment necessary for this unit to function has been redesigned. In many cases, it is equal to equipment the original builder is now using on locomotives with twice the horsepower."

● **How it's done.** Rebuilding of a locomotive begins as it is dismantled down to the frame, leaving the cab intact for necessary interior and exterior body work. The engine, trucks, traction motors, generators and other major components are moved to separate bays in the shop for dismantling and inspection. Worn parts are either repaired or replaced. After reconditioning and rebuild, all assemblies are tested where required. ■

FILLING STUDENT REQUESTS

A wide range of course material is sent out to 1,500 REB students on railroads across the nation.

A LIBRARY CONFERENCE

Examining a new volume in the Bureau's library are, left to right, Cliff Hollestelle, REB service manager; Frank B. Pague of Simmons-Boardman's sales staff; and Director J. S. Betz.

PREPARING THE LESSON

Ed Smith, REB coordinator, prepares drawings from manufacturers' photographs to illustrate a lesson. Often, manufacturers' material is rewritten by REB staff to make it more easily understood.

Railroad educators design courses for an evolving industry

The Railway Educational Bureau is providing some 1,500 railroaders with up-to-the-minute training in a variety of skills.

For close to 60 years, a small organization in Omaha, Neb., has been working away in rather quiet, unobtrusive fashion—to help railroads upgrade the skills of the people they hire.

Railroad apprentice-training programs have had their ups and downs. So has the Railway Educational Bureau. But right now, REB staffers see new demands coming along for the kind of training they're offering. As REB Director J. S. Betz puts it, "training becomes more important as the equipment becomes more complicated. Fixing a piece of equipment isn't so simple as it used to be. So we believe railroads will continue to have need for our service—and we'll do everything in our power to give them the kind of service they want."

● **1,500 students.** Today, REB has about 1,500 railroad employees enrolled in its training programs.

Biggest subscribers to REB are MP-T&P, with 257 trainees; UP, with 251; B&O, with 214, and GN, with 168.

MP's Supervisor of Apprentices H.H. Vieland says MP has used REB courses about 40 years "and it is still performing an important role in our apprentice program."

GN began its participation in the REB program in 1956. "It is our opinion that the Railway Educational Bureau has contributed effectively to the training of GN apprentices who have participated in these courses," says R. G. Tausch, chief mechanical officer, St. Paul.

R. C. Keenan, assistant to chief mechanical officer, E-L feels the courses "are the proper way to handle technical or related training programs."

Another feature about the REB that Keenan likes is that "they can and do adopt their related training to individual requirements."

UP's interest in the Bureau isn't surprising. It was founded in 1909 as the Educational Bureau of Information for UP employees, as part of a plan developed by E. H. Harriman, then president of the railroad. Five years later, the organization became independent and expanded its services to cover other roads. REB became a division of Simmons-Boardman Publishing Corp. in 1960.

Betz himself has been a part of the Bureau for 38 years, starting as a draftsman and moving up to head REB in '62.

● **Where the emphasis is.** Today, the Bureau presents a varied diet of courses. Emphasis is on mechanical-department employees, and there are apprentice courses for machinists, carmen, electricians, boilermakers, sheet metal workers, blacksmiths, painters and upholsterers.

Courses for apprentices are designed for completion in four years, with two lessons per month. Accelerated programs are available.

Two-year courses for journeymen are also offered, for car inspectors, and for employees involved in maintenance and repair of locomotive electrical and mechanical equipment.

In addition, the REB catalog offers a one-year course in supervision, covering proper use of time, selection of employees, training, cost analysis, economics and assignment of duties.

The Bureau operates its service almost entirely by mail from the Omaha office. Records are kept on each student's progress, tests are painstakingly graded and students are offered staff assistance in the event they're having trouble with lesson material. In most cases, students' grades are sent along to their supervisors on the railroad.

● **The study program:** Methods of study vary from road to road. In some cases, the program is conducted in conjunction with on-the-job and classroom study. With many subscribers, REB work is on an at-home basis.

Method of subscription also varies. Some roads pick up the entire cost of an employee's course. Other roads have a cost-sharing arrangement. And many employees are taking courses on their own and paying for them.

MP has found the courses so useful that it has had its own promotional program to encourage new employees to take the courses. MP also distributed booklets to a number of high schools in the Ft. Worth-Houston area—from which it attracted 20 new employees.

To help make sure the REB material is on the beam in meeting needs, Betz and his staff hold periodic meetings of railroad training directors—at which railroad men can have their say on lesson material, assignments and training manuals.

Betz sees these sessions—the most recent one involved training representatives from a dozen roads—as having three main purposes:

—To make possible discussion and exchange of ideas on apprentice training methods and problems.

—To provide for review of the schedules for apprentice technical training, to keep it modern and in line with the demands of changing times.

—To provide for discussion on revision of the sequence of subjects, and on elimination of subjects which have become less important.

● **The big task.** Betz regards REB's biggest single job to be "keeping our textbooks and lessons up to date, as much as we can. It requires constant research, and a lot of cooperation with both railroads and railroad supply companies."

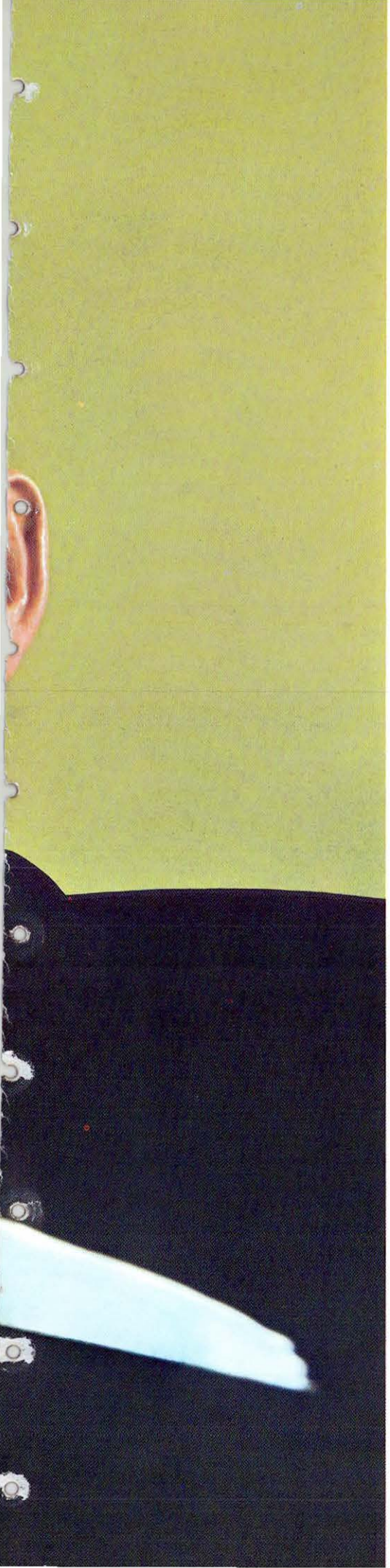
Is all the effort worthwhile, for REB and for the railroads? Betz has a strong affirmative: "Our experience shows that education helps to raise the caliber of the employee force. The end result is an improvement in workmanship and a reduction in operating costs." ■

Railroad enrollment

Twenty-two railroads regularly subscribe to REB training programs:

Union Pacific, Missouri-Pacific-Texas & Pacific, Baltimore & Ohio, Great Northern, Rio Grande, Reading, Erie-Lackawanna, Northern Pacific, Rock Island, Norfolk & Western, Jersey Central, Chicago & North Western.

Also, Lehigh Valley, Long Island, Lehigh & Hudson River, Kennecott Copper, Lake Superior & Ishpeming, Gulf, Mobile & Ohio, Elgin Joliet & Eastern, Chicago, West Pullman & Southern, and Chicago & Eastern Illinois.



It used to take the Reading 3 days and 10 to 15 locomotives to haul a boatload of ore from Philadelphia to Bethlehem.

Now we do it in the same time with 3 Century 630's.

Here's a man that really knows how to work locomotives. And make them pay. He's Mr. F. G. Fisher, General Manager—Operations for The Reading Company.

"From the time those ore boats tie up at our Port Richmond docks, we have 72 hours to move 40,000 to 44,000 tons of ore from Philadelphia to Bethlehem. It's strictly a high-speed, fast-turnaround service over 55 miles of heavy grades and dense passenger operation. And that calls for locomotives you can count on.

"We used to put a five-unit consist of our old locomotives on each train of 80 to 85 cars. And we often needed two and three consists to deliver the ore on time.

"Now our three new ALCO Century 630's do the same job. Three trains a day, three days in a row. Boatload after boatload."

The ALCO Century 630's have an improved V-16, 3000 hp Model 251 diesel engine that delivers all the power you need. Speeds up to 70 mph. A new a-c rectified transmission that cuts maintenance. And dependability you can count on.

But don't take our word for it. Ask Mr. Fisher or any railroader who knows how to make locomotives work. Then contact us for complete data on the full line of ALCO locomotives. We'll show you how to make them work for you. Locomotive and Engine Products Division, ALCO Products, Inc., Dept. 331-10, Schenectady, New York 12305, a subsidiary of WORTHINGTON Corporation.

ALCO

Mr. F. G. Fisher, General Manager—Operations, The Reading Company.

TOOLING UP FOR WINTER

New weapons to battle the elements

Union Pacific is ready for the winter's storms with its new diesel-electric rotary plow. And Great Northern has added four new 50-ft steel snowdozers to its snow-fighting fleet.

The clink of cubes in a gin and tonic is probably the only stimulus that sets most business executives thinking about ice conditions in the middle of August.

But to railroadmen charged with the responsibility of keeping their roads' lines open through the frigid winter months, now is the time for making cold appraisals of preparations for the storms ahead.

During the next few weeks engineering forces on roads in snow zones will be rolling out and servicing snow-fighting equipment, taking inventories of available storm materials, and making line inspections to examine drainage and brush conditions, among other preparations.

In the far West, where snowstorms come in blizzard proportions, roads like the Union Pacific and the Great Northern are ready to face the winter of '67-'68 with giant new rotary plows and snowdozers that can whip their way through mountainous drifts with ease. And in the East, the New York Central, for example, has its track forces boning up on the road's "Snow Book," a manual on snow fighting that is updated each year as new equipment and storm-battling techniques evolve. All of the Central's snow-fighting forces are encouraged to make suggestions for inclusion in the manual.

● **UP's new snow weapon.** Blizzard conditions and heavy, wet, packed snow are a railroad's worst enemy and a rotary's best friend. This is what the Union Pacific found out when its new 2,500-hp mainline diesel-electric rotary snow plow was tested in March of this year.

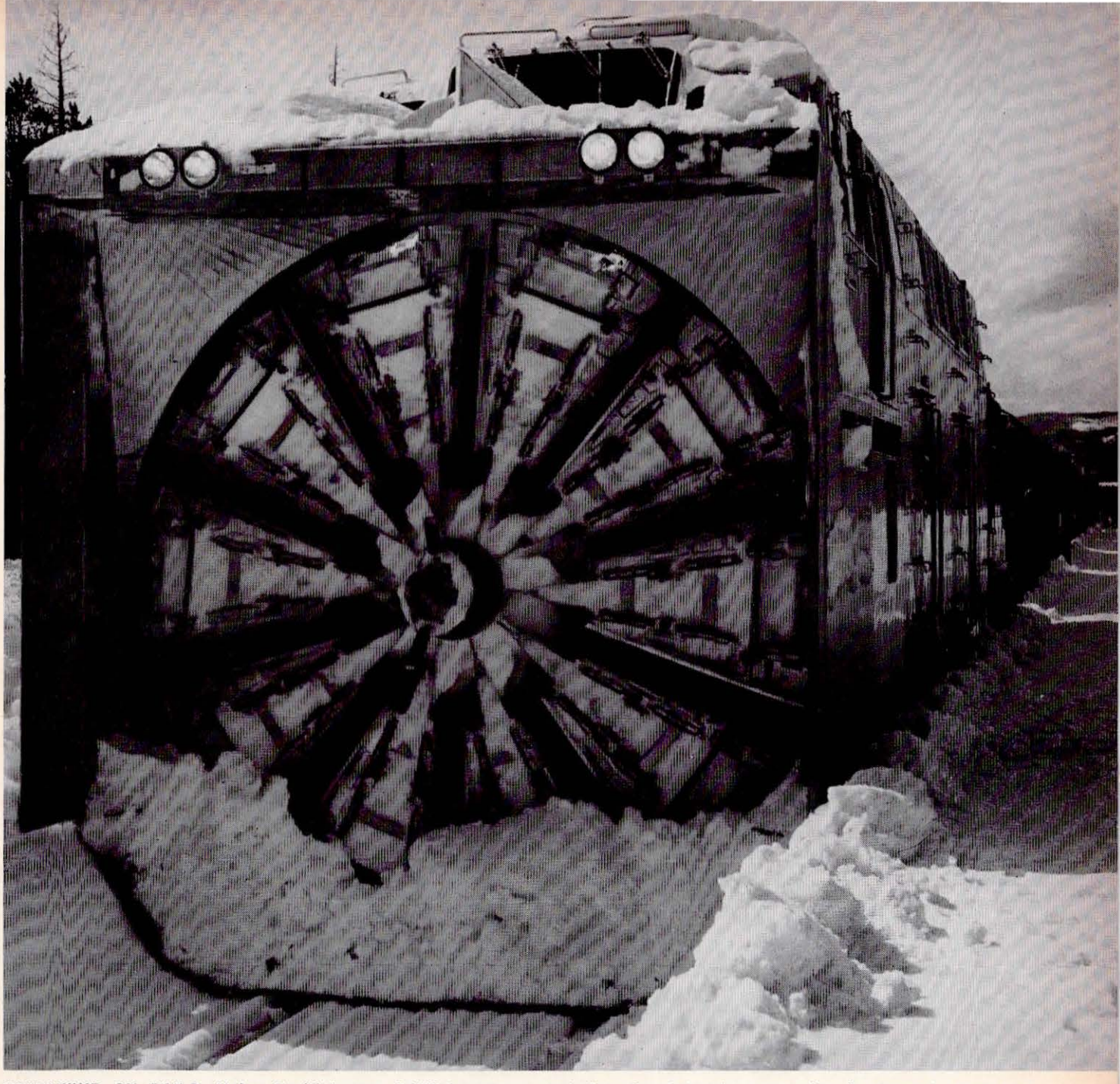
The 56-mile section between Ashton, Idaho and West Yellowstone, Mont., was the battleground. This portion of the West Yellowstone branch is closed all winter and opened up in the spring. The snow depth varied from three to ten feet and had a water content of approximately 40%, making it extremely heavy.

The test was impressive and severe. The plow engine operated in 8th notch at full 3,000 gross horsepower for over ten hours on the trip. Judging from plow performance, 3 feet of wet snow handled like 5 feet of normal snow.

The UP's interest in development of a diesel-electric rotary snowplow, culminating in the first unit built in 1958, started with engineering studies following the 1949 blizzard. The design concepts were to utilize wherever possible the components in use on diesel-electric units, and to have as much power as the large steam driven rotaries constructed in 1949.

● **Controls synchronize operation.** All controls for both rotary wheel and trailing pusher unit are located in the rotary cab and controlled by the plow engineer. This control system simplifies operation and eliminates the problem of coordinating the operations of the plow and pusher engineers. On the steam rotaries, both plow and pusher engineers tried to operate in response to whistle signals from the man in the forward car. Poor communication made the operation very difficult. If the plow was pushed into the snow faster than the rotary wheel could handle and cast it out, the wheel would stick. It would be necessary to thaw it out with steam from the boiler, an operation which was laborious and time consuming.

● **Rotary's new features.** The new rotary is the second diesel-electric designed and built by the UP at its Omaha, Neb., shops. It is essentially



WHIRLWIND ON RAILS, Union Pacific's new 2,500-horsepower mainline diesel-electric rotary plow is shown in tests last Spring in western mountain country. The snow plow wheel is 12 feet in diameter, can chew up 10-foot drifts.

the same as the first unit, except larger and more powerful. The wheel diameter was increased from 11½ to 12 feet, and the diesel engine power raised from 1,800 to 2,500 hp. Hydraulically-adjusted wings increase width of snow cut from 12 feet 6 inches to 14 feet that adds the clearance required for long freight and passenger cars on curves.

The design and construction of the new unit incorporates many special features. Maximum use of high strength alloy steels were made to reduce weight. Special welding techniques were used for these materials and every weld supervised and inspected. According to the UP, "only in our own railroad shop could such insistence on welding perfection be maintained. It would not have been feasible in the average contract shop."

The 12-foot diameter plow wheel operates from 0 to 140 rpm, and is driven by four GE 752 motors. Power for the motors is supplied by an EMD 16-567-D3A diesel engine delivering 3,000 gross hp and an EMD D32-D14 main generator which supplies 2,500 hp to the four motors driving the rotary wheel.

The 45,000 cfm of carbody air required for combustion and for generator and motor cooling enters through a Farr inertial separator located at the rear of the carbody. This arrangement slightly pressurizes both carbody and cab, and keeps the engine room free of fine snow which fills the air during plowing.

• **Plow's auxiliaries.** A Vapor 4616 steam generator can supply 1,600 pounds of 250-psi steam per hour required to thaw out the rotary wheel if it should become stuck. Capacity of the diesel engine fuel tank is 2,150 gallons. The water tank supplying the steam generator carries 1,765 gallons. There are 550 gallons of additional fuel oil provided for the steam generator. Seven blowers furnish cooling air for the motors and the gearing driving the rotary wheel.

The six-wheel truck (from a C&O tender) under the rear of the carbody

is equipped with 36-inch wheels and Timken roller bearings. The four-wheel plow truck has 33-inch wheels and 7 x 13 Hyatt roller bearings. A hand brake operates on all wheels on the rear truck. Other equipment include a radio, 24RL brake equipment, M-380 draft gear, type F coupler, Michiana lube oil filters, twin-beam Pyle National headlights, Leslie horns, Kelty fuel oil heat exchanger, Vapor 4650 Watchman heater and an ABO air compressor.

● **New equipment on GN.** Like the UP, the lines of the Great Northern are subjected to punishing snow and ice storms throughout the winter months.

High snow in the areas traversed by the Great Northern's transcontinental line should prove no problem next winter. The road has added four new 50-ft steel snowdozers to its snowfighting fleet. All of them have been service tested and are rated highly satisfactory by the mechanical department. They were built at the GN's St. Cloud, Minn., shops at an approximate cost of $45,000 each.

"The final design of the dozers resulted from many suggestions received from GN personnel in the bothersome snow area," says R. E. Johnson, GN mechanical engineer in St. Paul. "All suggestions were carefully considered and as many of them as possible were put to use. The units also combine features of several models now in service."

● **Runs up to 50 mph.** The four dozers are stationed at Hillyard and Wenatchee, Wash., Breckenridge, Minn., and Williston, N.D. In operation, the dozer is propelled by a locomotive at speeds up to 50 mph clearing snow off the tracks during heavy storms. When the line is cleared, the dozer may make a second pass through the area with its 21-ft wing plow extended to clear all the roadway. In summer, the wing plow is used to spread ballast in track-laying operations.

Each all-welded dozer has a plywood interior lining, and is painted red with white letters and numbers. The 6 x 11 trucks are equipped with 33-in. one-wear wrought steel wheels, plain bearings and Stucki side bearings. Other equipment includes AB brakes, power hand brakes, trainline lighting, Vapor Caban oil heaters, Miner draft gear, Apex running boards and Adams & Westlake aluminum sash windows.

● **Where the snow comes early.** November isn't very far off, and New York Central forces in Buffalo are already preparing for the first storms of the season that usually arrive in that month—storms that sometimes dump up to 12 inches of heavy, wet flakes on the area.

Buffalo winters are long and cold (average annual snowfall in the last 15 years: 92 inches) and during January and February when temperatures are lower and Lake Erie is frozen over, Central forces have a difficult time keeping the tracks out from under swirling snow drifts.

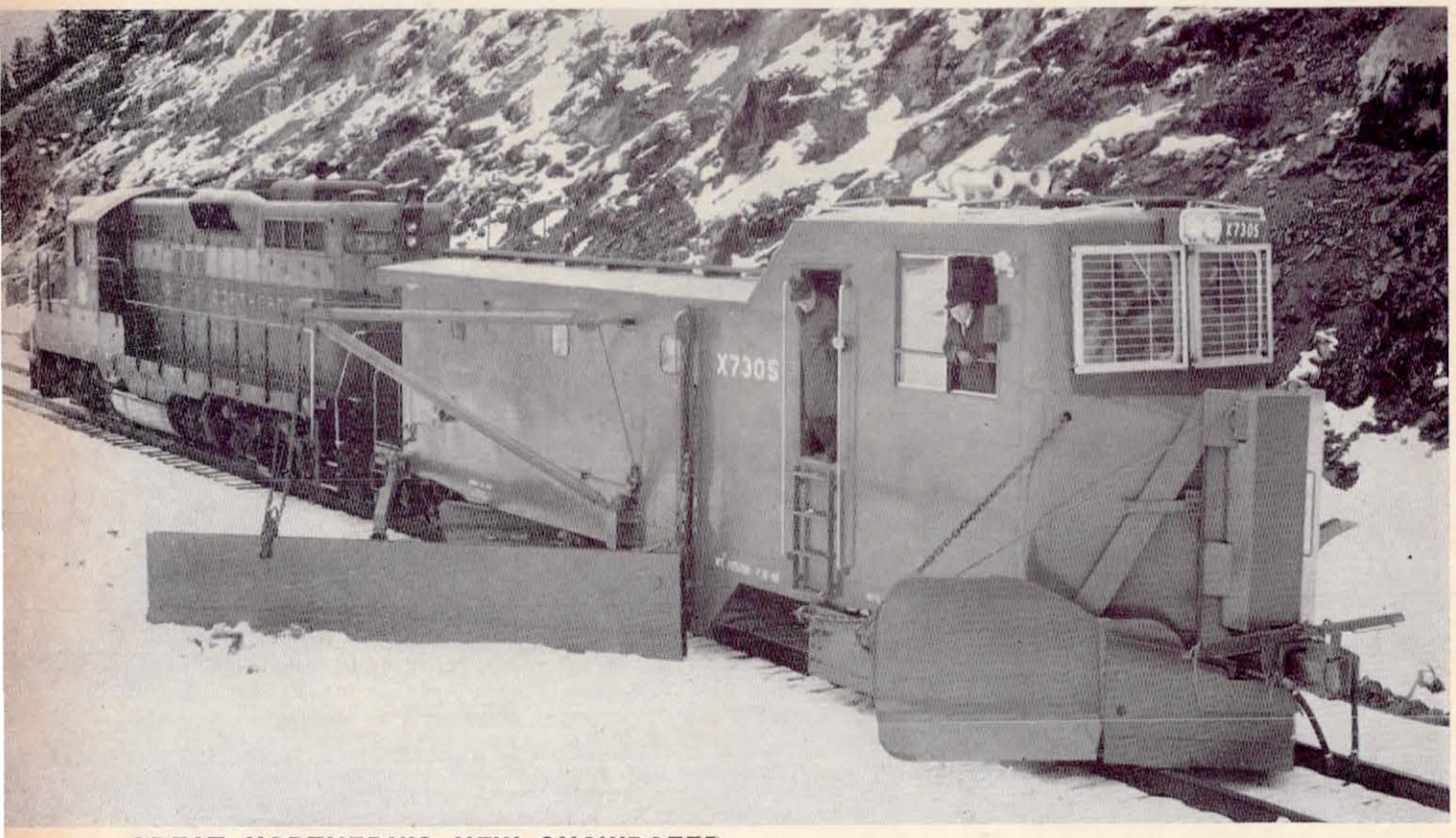
To give its Eastern Division forces a standard operating procedure for battling winter storms, the Central devised its "Snow Book," an inch-and-a-half thick looseleaf manual chock full of valuable information.

It includes names, titles, addresses and telephone numbers of all key personnel on the district and their duty periods.

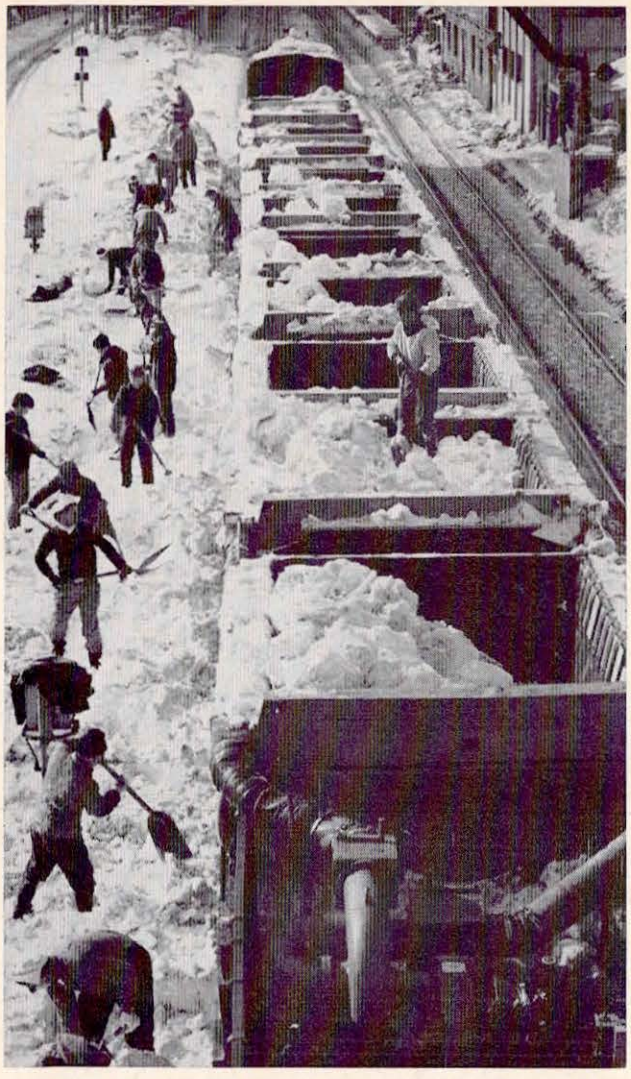
It lists the available railroad snowfighting machines, what it can be used for, its unit number and where on the railroad it can be found, whether it has two-way radio, and instructions on how to run it.

Clearance diagrams are shown for plows and flangers, as well as the way locations where on-track equipment can be turned around. The names of all machine operators and the units they are qualified to work are also listed.

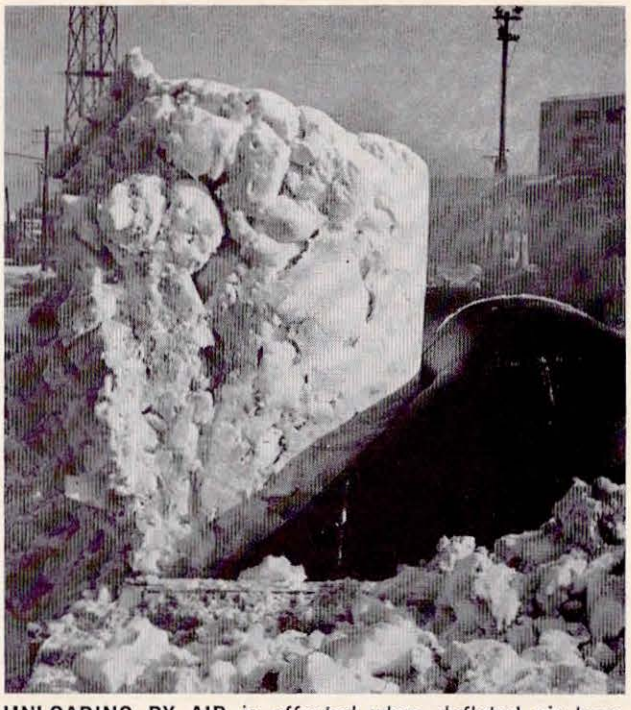
Other items listed include the locations of snow-problem areas, hot-box detectors and all buried railroad gasoline tanks. ■



GREAT NORTHERN'S NEW SNOWDOZER
GN's modern snow-fighting equipment includes four snowdozers, built at a cost of $45,000 each.



LOADING BY SHOVEL has been replaced with machine loading by tractor shovels. In compartment in foreground is turbo-blower for inflating bags.



UNLOADING BY AIR is effected when deflated air bags under snow cargo in compartments are inflated, forcing snow up and out of cars.

TRAIN IS EMPTIED of snow load in just nine minutes. Previously, it took a crew of 22 men with shovels to load and unload trains.

Japan: Snow gets the heave-ho via air flow

Question: How can six open-top cars full of snow be unloaded in nine minutes without manual help and without dumping?

Answer: By inflating air bags previously placed, deflated, in the bottoms of the cars.

This may seem like an idea dreamed up by a weary snowfighter whose mind has become slightly unhinged after too many hours spent battling the elements.

But the Japanese National Railways are using the idea and report that it's giving good results, with important savings in manpower and time.

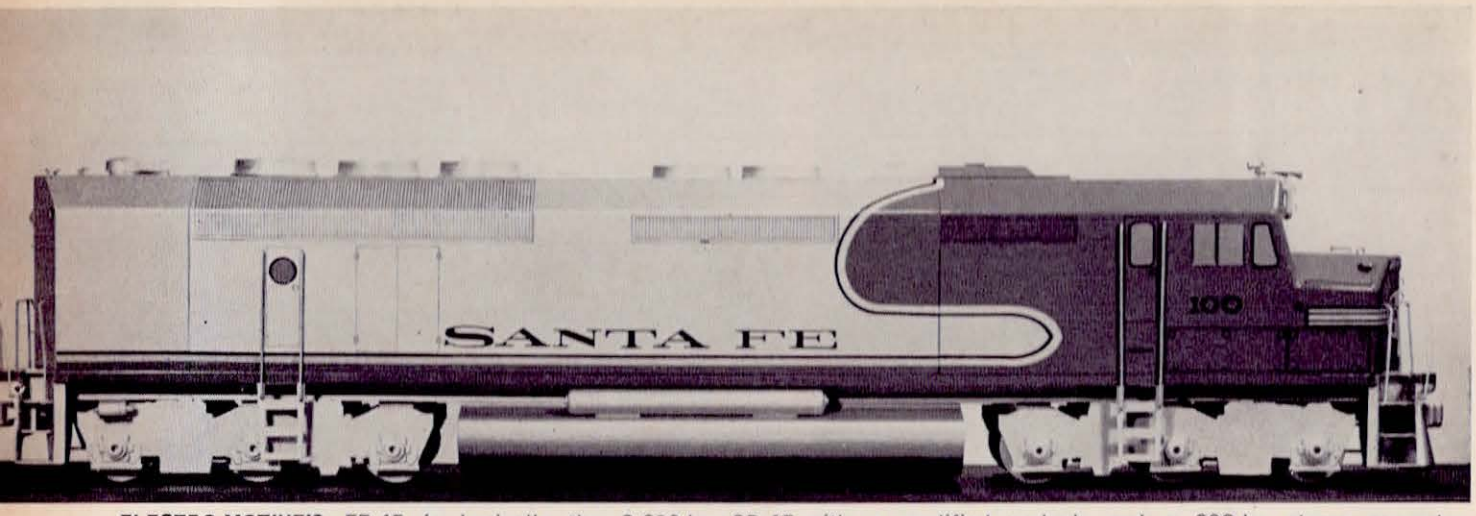
The technique involves the use of tractor shovels for loading the snow into compartmentized gondolas floored with the air bags. When the snow train has been loaded it is taken to the disposal point and the air bags are inflated. The snow slowly rises to the point where it can be dumped over either side of the car.

The method is in use (and was apparently developed) at Sapporo, a railroad center on the island of Hokkaido, in the northern part of Japan. Railroad operations here are often disrupted, even paralyzed, by heavy snowfalls. The snow train consists of six cars having two compartments each. In one compartment of an end car is a turbo-blower for inflating the bags in the 11 compartments.

When inflated the bags occupy the entire space in the car and bulge upward, resembling so many loaves of bread.

But, not satisfied with just unloading the snow indiscriminately allowing it to fall on both sides of the cars, the Japanese have devised a means of directing the snow to fall on one side or the other as desired. This is done by inflating the bags on the side opposite the one where they want the snow to be unloaded. The result is to push the snow to the desired side and out of the cars.

Previously, 22 men with shovels required 40 minutes to load a snow train and 15 minutes to unload it. ■



ELECTRO-MOTIVE'S FP-45 is basically the 3,600-hp SD-45 with a modified carbody and a 200-hp steam generator.

GENERAL ELECTRIC'S carbody-type 3,000-hp U-30CG locomotive retains the 67-ft 3-in. length of other U-30 models.

Santa Fe goes for dual-purpose units of modified carbody type

Designed for both high-speed passenger and freight service, the new locomotives will give better protection from weather, reduce wind resistance, help maintenance.

New carbody-type diesel-electric locomotives will soon be on the rails when the Santa Fe receives 15 modified units from two builders. The dual-purpose units will retain the low front hood of current models but otherwise will be similar to the streamlined passenger power last delivered in 1956. According to the Santa Fe the new locomotive type is "another milestone in the evolution of motive power and could well make its mark in freight service."

Nine will be 3,600-hp Electro-Motive FP-45 units and six will be modified General Electric U-30CG locomotives. Both are six-axle models with gear ratios permitting speeds up to 95 mph. EMD units will be numbered 100 through 108; the GE units, 400 through 405.

• **Why carbody design?** With freight train speeds increasing and approaching those of passenger trains, the Santa Fe saw the need for having locomotives satisfactory for both passenger and freight service. It became evident to the railroad that a change in locomotive design should be made to provide a locomotive unit more suitable for today's service.

Santa Fe personnel, along with the locomotive builders, studied the design changes that would give them a dual-purpose locomotive unit for high-speed freight and passenger service. As a result a modified carbody design was selected. In both services the carbody design reduces wind resistance and affords better protection of equipment from moisture and air-borne materials re-

sulting from varying weather and temperature conditions. The design permits convenient walk-through access to the engine room and passage from one unit to another.

● **Design facilitates maintenance.** Access to equipment is greatly improved from an inspection, maintenance and repair standpoint. Large, special doors in the sides of the carbody give access for convenient handling of materials into and out of the engine room at the shop. The carbody design also allows handling through rotary-brush type washing facilities.

● **Steam-heat capacity up.** The FP-45, which currently has been added to EMD's standard production line, is essentially an SD-45. Additions include a 200-hp, 6,900 pound-per-hour Vapor steam generator and a 1,200-gallon extra water tank mounted in the carbody adjacent to the air compressor. This is said to be the largest steam generator to be applied to passenger locomotive units and the first application of its kind.

In the initial design of the FP-45, the carbody underframe was lengthened five feet. However, to meet dual-purpose requirements, cross-over platforms, hand rails and sill steps were added at each end of the unit, increasing the length over the coupler pulling faces to 72 feet 6 inches. This is 6 feet 10 in. longer than the 65-ft 8-in. SD-45 model.

General Electric's U-30CG, with no change in length, measures 67 feet 3 inches over couplers and will be equipped with the same 200-hp steam generator. The basic weight of the EMD and GE units will be approximately 400,000 lb. EMD's SD-45's maximum weight is 410,000 lb.; GE's standard U-30CG is 381,000 lb.

The new power will be used primarily in passenger service, and can be utilized in any freight service when necessary. The Santa Fe has specified minimum requirements of 4,000 gallons of water and 2,000 gallons of fuel oil for both builder's units.

The locomotives are being equipped with the latest electronic equipment available for safety of operation, indicating and recording speed and for testing of electrical equipment. This equipment includes a Barco speed indicator and recorder, Dalmo-Victor "Search" testing harness and Vapor Alertors.

● **Second generation EMD unit.** The FP-45's, which are numbered in the 100 class, are considered by the Santa Fe as the second generation of the 100 class which began with the FT, 1,350-hp units acquired during the 40's. Present passenger power in use by the road includes EMD 1,500-hp F3 and F7, 2,000-hp E8, Alco 2,000-hp and GE 2,800-hp U-28CG, locomotives. ■

LUTHER MILLER

AS THE EDITOR SEES IT...

PULLMAN'S PROUD RECORD—The Feb. 23, 1867, issue of the American Railroad Journal carried reports on the annual meeting of the Brockville & Ottawa Railway Co., the inauguration of 50-day mail service between New York and Yokohama, and the opening of the first line of the Boston, Hartford & Erie—but not a word was said in this issue (or any other issue that year) about an event that took place in Chicago the previous day. The editor either didn't know or didn't care about the news that Pullman's Palace Car Co. had just come into being.

But last week things were different. Keith Funston, president of the New York Stock Exchange, gave a birthday party for Pullman, and the press took appropriate notice. And why would Keith Funston be interested in a railway supplier's anniversary? Because Pullman has paid a quarterly dividend for 100 years—a record surpassed only by the American News Co., whose quarterly payment dates back to 1864.

Officers of what is now Pullman, Inc., were on hand to receive Wall Street's accolade—W. Irving Osborne, Jr., corporate president and chairman; Champ Carry, honorary corporate chairman; J. W. Scallan, president of Pullman-Standard and Trailmobile divisions; Warren L. Smith, president of M. W. Kellogg and Swindell-Dressler divisions; Lloyd Everhard, corporate secretary.

We join Mr. Funston and the Stock Exchange governors in wishing Pullman a happy birthday—and another 100 years of car-building.

CHANGING WITH THE TIMES—Pullman has grown—and changed—with the railroads. In 1867 railroads were principally passenger carriers. The New York Central carried three passengers for every ton of freight it hauled. Last year Central's ratio was 5½ tons of freight for every passenger.

How many "palace" cars Pullman built in 1867 is not a matter of record. But last year's car production is: 21,646 freight cars delivered; 12 passenger cars.

LOOK BACK AND TAKE COMFORT—Right now, with the railway market in a weakened if not downright sick condition, there seems to be little reason for optimism in the front offices of any railway supplier. Business isn't good, and while everyone looks for the sixties to start sizzling again in '68, the fact remains that tomorrow's orders don't fill today's cash registers.

But like Pierre Bretey (see page 12), we prefer the long view—as does Dr. Harold Blake Walker, a daily and Sunday columnist for the Chicago Tribune. Writing in the Chicago Tribune Magazine, Dr. Walker invokes two prophets of old—Isaiah and Railway Age—to show that things aren't always as bad as they seem.

"Isaiah," writes Dr. Walker, "kept wondering what would come of the turbulent days he knew. The Holy City lay in ruins and his memory of the grandeur that was gone filled his thoughts."

And Dr. Walker concludes: "Lest we become too pessimistic and lose perspective it may be wise to quote from an old issue of Railway Age. 'It is probably safe to say,' an editorial in that periodical observed, 'that in no civilized country in this century, not actually engaged in the throes of war or open insurrection, has society been so disorganized as it was in the United States during the first half of 1894; never was human life held so cheap; never did constituted authorities appear so incompetent to enforce respect for the law."

Dr. Walker suggests that a good motto for these times might be the comment attributed to an airplane pilot who said, "We're lost, but we are making good time."

Or, as Diamond Jim Brady, that great freight car salesman, once put it: "There ain't nothing wrong that ain't only temporary."

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ACF's Center Flow car is ideally suited to sugar. Because it's the only car which doesn't require continuous-air fluidization to move powdered sugar to the outlet. (And granular sugar can be simply unloaded by straight gravity—no fluidization is required.)

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For more information on ACF's Center Flow car, call or write American Car & Foundry Division, ACF Industries, Incorporated, Clark and Main Streets, St. Charles, Missouri 63301.

MEMBER RPI

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RA-11

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WATCHING WASHINGTON

WITH WALTER TAFT

COMMERCIAL—When a railroad commercial reaches members of the ICC it's proved again that it pays to advertise. That's what has happened. Commissioner Willard Deason heard on T-V a commercial which complained that "outmoded public policies and regulations have slowed the railroads down and limited their ability to improve their service and meet the competition of other carriers not so restricted."

This inspired the Commissioner to write, to the AAR's executive vice-president and general counsel, Gregory S. Prince, a letter asking about the outmoded policies. Deason's own reaction to the commercial, as he put it, was to become "a little nonplussed." He emphasized that he was not quarrelling with it—he sought the briefing because he was concerned.

MATERIAL FOR MEDITATION—Prince's reply has now been before Deason for sometime, and copies also went to the other commissioners. So they, too, have it among materials for their meditations. The AAR executive briefed many specifications supporting the railroads' complaint that they are treated unfairly. He gave most attention, however, to inequitable regulation and unequal government promotional policies with respect to subsidies for railroad competitors.

REWRITE OF OLD STORY—The Prince letter thus amounted to a rewrite of a familiar story. In the important area of ratemaking freedom, for example, it noted that implementation of the 1958 Act's grant has been an uphill struggle, entailing court review of several Commission actions. "We feel, furthermore," Prince added, "that, in some instances, the Commission's construction of the ratemaking rule still hampers the railroads."

KENNEDY TACK ABANDONED—Incidentally, Prince revealed that the railroads have resumed advocacy of the increased-regulation approach to equity in ratemaking for the transportation of commodities in bulk and agricultural products. The former are now exempt from regulation when carried by water, while truck transportation of farm products is exempt.

For many years, the railroads called for repeal of the bulk-commodity exemption and restriction of the agricultural exemption to first movements from farms. When the late President Kennedy proposed a deregulation approach, the railroads went along with him. His proposal called for broader exemptions, i.e., extensions of the agricultural exemption to railroads and water carriers and of the bulk-commodity exemption to railroads and truckers. This got nowhere in Congress, and Prince told Deason that the railroads again advocate the increased-regulation approach.

CALL FOR HELP—The AAR executive closed with a call for help in the industry's fight against proposed legislation which it considers adverse. Here Prince passed over bills on which the Commission is already committed, but he went on to express hope that Deason and his colleagues will oppose such proposals as those calling for additional safety regulations and more restrictive hours-of-service rules.

◄ Circle 12 on reader service coupon

MARKET OUTLOOK

Carloadings

Loadings of revenue freight in the week ended Aug. 12 totaled 552,213 cars, the Association of American Railroads announced on Aug. 17. This was an increase of 3,579 cars, or 0.7%, compared with the previous week; a decrease of 29,332 cars, or 5%, compared with the corresponding week last year; and a decrease of 36,535 cars, or 6.2%, compared with the equivalent 1965 week. Ton-miles generated by carloadings in the week ended Aug. 12 are estimated at 14.1 billion, a decrease of 1.1% below the corresponding week of 1966, and 1.2% above the 1965 week.

REVENUE FREIGHT CARLOADINGS
For the week ended Saturday, Aug. 12

District	1967	1966	1965
Eastern, including Allegheny and Pocahontas ..	214,548	225,641	232,322
Southern	108,209	111,656	110,351
Total Eastern and Southern Districts	322,757	337,297	342,673
Northwestern .	85,756	95,026	93,980
Central Western	106,270	111,160	112,425
Southwestern .	37,430	38,062	39,670
Total Western Districts	229,456	244,248	246,075
Total All Roads	552,213	581,545	588,748
Commodities:			
Grain and Grain Products	55,968	57,647	55,999
Livestock	863	1,498	1,565
Coal	114,068	114,502	117,826
Coke	6,291	7,696	8,509
Forest Products	40,394	39,118	39,896
Ore	48,102	56,899	57,222
Merchandise l.c.l.	4,484	6,025	8,587
Miscellaneous .	282,043	298,160	299,144
Aug. 12	552,213	581,545	588,748
Aug. 5	548,634	585,011	588,449
July 29	548,838	592,510	591,499
July 22	483,090	572,535	582,598
July 15	530,090	565,660	575,697
Cumulative total, 32 weeks	17,063,383	17,959,494	17,781,336
Estimated revenue ton-miles (billions) 32 weeks	441.3	449.9	420.1

PIGGYBACK CARLOADINGS.—U. S. piggyback loadings for the week Aug. 5 ended totaled 23,598 cars, carrying 38,528 trailers, compared with 22,819 cars, carrying 37,154 trailers, in the corresponding 1966 week. Loadings for 1967 up to Aug. 5 totaled 695,094 cars, carrying 1,140,900 trailers compared with 671,245 cars, carrying 1,106,500 trailers, in the corresponding period of 1966.

IN CANADA—Carloadings for the ten-day period ended July 31 totaled 95,480 cars, compared with 77,485 for the previous seven-day period, according to the Dominion Bureau of Statistics.

	Revenue Cars Loaded	Total Cars Rec'd from Connections
Totals for Canada		
July 31, 1967	95,490	27,977
July 31, 1966	104,705	26,618
Cumulative Totals		
July 31, 1967	2,212,888	737,221
July 31, 1966	2,343,545	755,575

FREIGHT TRAIN CARS

► *Chicago & North Western.*—Ordered 300 100-ton, 2,970-cu-ft-capacity covered hopper cars from ACF at a cost of approximately $3.8 million.

► *Pennsylvania.*—Is building at its Altoona, Pa. Works 125 60-ft 70-ton heavy-duty box cars for auto parts traffic. Cars are equipped with cushion underframes. Delivery is set for September and October.

► *Rio Grande.*—Ordered 100 50-foot, 70-ton box cars with nailable steel floors and cushion underframes from Evans Products' Transportation Equipment Group for delivery in first-quarter 1968.

► *Trailer Train.*—Ordered 14 new 85-ft flat cars from Pullman-Standard, bringing the total of new cars ordered this year by TTX to 3,227.

LOCOMOTIVES

► *Maine Central.*—Ordered one 2000-hp GP-38 diesel-electric locomotive at a cost of $195,000 from EMD, for September delivery. The order is part of a $2 million program over the past two years for acquisition of motive power.

► *Santa Fe.*—Has ordered 15 dual-purpose, six-axle locomotives of modified carbody designs. Nine will be 3,600-hp EMD FP45 models; six will be 3,000-hp GE U-30CG units. All will be equipped with steam generators (see p.28).

PASSENGER TRAIN CARS

► *Pennsylvania.*—Westinghouse Electric will supply propulsion and auxiliary power systems for 35 commuter cars being built for PRR north-Jersey commuter service. The PRR will operate the cars (built by General Steel Industries) under lease from the State of New Jersey, with assistance from HUD (RA, July 31, p. 64).

TRACK EQUIPMENT

► *Santa Fe*—Will spend $1.5 million to raise four miles of riverside track to a level four feet above 1965 Mississippi River high-water mark and to relocate passenger station at Ft. Madison, Iowa.

NEW FACILITIES

► *Frisco.*—Breakdown of major construction under way or authorized is as follows: A $600,000 rehabilitation of Lindenwood Yard, St. Louis, Mo., is increasing track centers, lengthening departure and receiving tracks, and providing separate inbound and outbound yard tracks; a $1-million, eight-month project starting Aug. 1 at Winslow, Ark., will replace an existing tunnel's brick lining with concrete, and raise the tunnel's clearance to 18 ft horizontal, 24 ft above rail-top; a $2.3-million, two-year bridge-alteration at Ft. Smith, Ark., connected with the Arkansas River Navigation project will provide a single-track, 349-ft vertical-lift span on two new piers (financed by U.S. Corps of Engineers). The Lindenwood project is being handled by company forces, the other two by outside contractors.

YOU OUGHT TO KNOW

Railroad safety report: There were no passenger fatalities but 38 passengers were injured in June train accidents, according to preliminary figures released by D.O.T's Federal Railroad Administration. That compared with June 1966's no fatalities and 57 injuries. June train-service accidents resulted in one passenger fatality in each of the two years. They also resulted in 61 passenger injuries in June of this year, compared with June 1966's 78. In this year's first six months, six passengers were killed and 445 were injured in train and train-service accidents. Comparable figures for 1966's first half are 8 fatalities and 691 injuries. Nine employees on duty were killed in June, the same as in June last year. There were 75 employee fatalities in this year's first half, compared with 72 last year. Meanwhile, employee injuries were down—for the month from 1,503 to 1,452, and for the six months from 8,736 to 8,611.

Dayco merged: Consummation of the merger of Dayco Corp. with L. E. Carpenter & Co. was announced. The latter is now a wholly owned subsidiary of the former.

Highways not so cheap: Over 24,000 miles of the 41,000-mile Interstate Highway System are now open to traffic, the Department of Transportation announced. Another 5,800 miles are now under construction. When the program was launched by Congress in 1956, the price tag put on the program was $26 billion; the figure has since soared to $44 billion, and by the time the system is completed in 1972, it's estimated that the total may be about $60 billion.

New transit operator: The Delaware River Port Authority signed a contract with consultants Louis T. Klauder and Associates to direct operations of its south Jersey rapid transit line, when service begins next year.

CN reports deficit: Canadian National's railway operating revenues rose modestly in the first half (from $461.9 million in 1966 to $469.1 million) but operating expenses rose less modestly (from $438.3 million to $473.7 million). Result: A net railway operating deficit of $4,449,000 in this year's first six months, compared with a net railway operating income of $23,640,000 in the corresponding 1966 period.

Distribution meeting: "Gearing Physical Distribution to Corporate Marketing Objectives" is the theme of the Fall conference of the National Council of Physical Distribution Management, to be held Oct. 3-4 in New York.

Freeport likes tankers: A company with a sizable fleet of leased tank cars is Freeport Kaolin—and they're taking another 36 from Union Tank Car for movement in slurry form of the special kaolinclay. The new UTLX cars have a 13,300-gallon-capacity.

Transit post for WM's Grotz: Western Maryland President W. Arthur Grotz was named chairman of the Metropolitan Transit Authority of Baltimore, replacing Phillip Heller Sachs. He served previously as chairman in 1961, then as a board member until his present appointment.

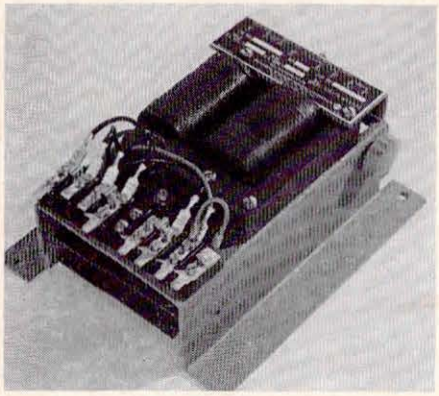
$50 million for Spanish rails: The World Bank is lending Spain $50 million to help cover the costs of a $260-million railway modernization program planned for 1967-68. The loan will be used primarily for the purchase of electric locomotives, passenger and freight cars, and track equipment and materials. The program to modernize lines of the Red Nacional de los Ferrocarriles Espanoles (RENFE) was begun in 1964 with the help of a $65-million World Bank loan.

Truck tonnage: Intercity truck tonnage in the week ended Aug. 5 was 1.1% above that of the previous week and 5.2% below volume in the corresponding week of 1966, according to American Trucking Associations.

Current statistics

Net Income	
3 mos., 1967	$120,000,000
3 mos., 1966	172,000,000
Carloadings, revenue freight	
32 wks., 1967	17,063,385
32 wks., 1966	17,959,494
Freight cars on order	
July 1, 1967	30,730
July 1, 1966	59,923
Freight cars delivered	
6 mos., 1967	47,587
6 mos., 1966	44,068
Serviceable cars	
July 1, 1967	1,420,402
July 1, 1966	1,414,938

NEW **PRODUCTS** REPORT



Full Wave Rectifier **(RA-1)**

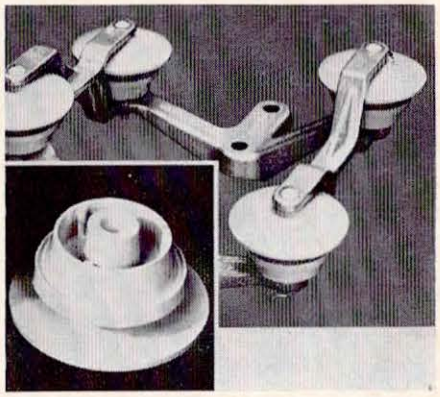
This new rectifier uses silicon diodes with transient protection in the higher voltage range groups, and selenium diodes in the lower voltage range groups.

Input voltages, 115 or 230, is obtained by a simple change of terminal straps. An ammeter switch is also provided.

The unit is enclosed in an aluminum case with a micrometer adjustable reactive transformer to provide charging current from minimum to maximum rating. *General Railway Signal Co.*

Test Equipment **(RA-2)**

A new, lightweight telephone transmission measuring set will bridge or terminate transmission lines of any standard impedances and measure frequencies from 30 Hz to 3 MHz. Input repeat coils are eliminated by substituting a differential amplifier. The unit makes universal line level measurements and performs noise measurements. Both noise-to-ground and noise-metallic measurements can be made, enabling easy and rapid calculation of line balance. *Hewlett-Packard.*



Insulators **(RA-3)**

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PEOPLE IN THE NEWS

ILLINOIS CENTRAL.—**Bryan D. Venable,** general superintendent motive power, appointed chief mechanical officer. **Walter C. Norton,** electrical engineer-equipment, succeeds Mr. Venable. **E. Lowell Marsalis,** superintendent of car department, advanced to general superintendent of car department, to replace **Lawrence H. Schierbecker,** who retired July 1. Mr. Marsalis' successor is **Marvin W. Brands,** general car foreman, Markham Car Department.

Charles F. Burrows, managing editor, Illinois Central Magazine, promoted to editor.

MISSOURI-KANSAS-TEXAS.—Duties of company secretary assigned to **Karl O. Jansson,** treasurer and assistant secretary. **John G. Peterson,** the former secretary, assigned to other duties.

Howard W. Smallridge named to the new position of manager-forest products sales, San Francisco.

MISSOURI PACIFIC.—**Thomas D. Rodman,** assistant controller, appointed controller, to succeed **George K. Weigel,** resigned as vice president and controller.

William G. Taylor, manager-rate training, advanced to general freight agent, St. Louis.

O. B. Rhodes appointed manager-revenue accounting, **MP** and **Texas & Pacific,** with headquarters at St. Louis, to succeed **M. F. Koenig,** who retired Aug. 1 after 47 years' service.

G. T. Graham appointed general manager, **MP** and **Missouri-Illinois,** Little Rock, Ark., succeeding **J. G. Sheppard,** promoted. Mr. Graham's successor as assistant general manager, **T&P,** Ft. Worth, Tex., is **W. J. Farrell,** superintendent, Kansas division, **MP,** Osawatomie, Kans. **D. C. Conway,** trainmaster, Monroe, La., replaces Mr. Farrell, and in turn is replaced by **J. W. Brugioni. B. J. Cranford** named superintendent, Missouri division and **Missouri-Illinois,** Chester, Ill. **J. B. McCormack** succeeds Mr. Cranford as superintendent, Omaha division, Atchison, Kans. **J. W. Dunlap,** trainmaster, Palestine, Tex., transferred to DeQuincy, La., to succeed **B. J. Stewart,** transferred. **K. M. Holloway,** trainmaster, Corpus Christi, Tex., replaces Mr. Dunlap, and in turn is succeeded by **D. W. Welch. C. E. Satterfield** becomes trainmaster, **T&P,** Abilene, Tex.

NEW YORK CENTRAL.—**James S. Sheahan** appointed freight sales manager, Cincinnati. He was formerly freight sales manager of Central's subsidiary **Indiana Harbor Belt,** and is succeeded in that position by **Frank J. Luhring,** division freight sales manager, **NYC,** Chicago.

Ross D. Spalding named manager of the industrial development department, Chicago. He was formerly associated with the department of business and economic development for the State of Illinois.

NORTHERN PACIFIC.—**E. S. Ulyatt,** general manager of transportation, retired Aug. 1.

RAILROAD RETIREMENT BOARD.—**Samuel Chmell,** director of unemployment and sickness insurance, appointed chief executive officer. **George W. Kenaga,** director of management control, succeeds Mr. Chmell, and in turn is succeeded by **Hubert P. Gibbons,** electronics administrative analyst.

REA EXPRESS.—**Harold J. Kuhns,** vice president and general manager, North Central Region, Chicago, has exchanged positions with **Joseph D. Tucker,** vice president and general manager, Mississippi Valley Region, St. Louis.

ROCK ISLAND.—**Donald J. Rhoades,** district manager-freight sales, Omaha, transferred to Lincoln, Neb.

Udell C. Brown named assistant real estate tax commissioner, Chicago. He was formerly tax commissioner, **St. Louis Southwestern.**

SANTA FE.—**E. C. Honath** named district engineer, Western District, Eastern Lines, Topeka, Kans.

Alfonso F. Molinar, Jr. appointed general agent, Mexico City, succeeding the late **J. Banuet.**

SOO LINE.—**M. D. Ross, Jr.** appointed to the newly created position of assistant comptroller. He was formerly manager, income tax accounting, **Louisville & Nashville. John M. Saunders** named senior industrial engineer. Mr. Saunders has been senior industrial engineer, **New York Central.**

SOUTHERN.—**Charles W. Gowl,** assistant vice president-sales since 1958, appointed to the newly created post of senior assistant vice president-sales, with headquarters remaining in Washington, D.C.

James J. Seay appointed assistant superintendent, Knoxville-Memphis division, Sheffield, Ala. Mr. Seay had been trainmaster, Knoxville, Tenn.

TEXAS & PACIFIC.—**E. L. Dutton,** assistant chief divisions clerk, Freight Traffic Department, advanced to assistant general freight agent, Dallas.

UNION PACIFIC.—**Robert C. Dargy** named assistant traffic manager, and **G. N. Wells,** general freight agent, both with headquarters at Kansas City, Mo. **Samuel H. Grimes** appointed general traffic agent, Topeka, Kans.

E. L. Cochran appointed general storekeeper, and **G. M. Hower,** assistant general storekeeper, both with headquarters at Omaha.

SUPPLY TRADE

Glen H. Haywood has been named vice president-maintenance of way equipment, **Holland Co.,** Chicago Heights, Ill. He will be responsible for sales of all products and services of **The Matisa Equipment Corp.** for which Holland has the exclusive sales and service rights for the U.S. and Canada.

C. J. Miller has been appointed general manager-sales, **Railway Products Division, Poor & Co. P. J. Wolf** has been named sales manager; **W. H. Russell,** assistant to general manager-sales; **H. L. Lansing,** manager-engineering and manufacturing.

G. J. Veague, Jr., Chicago regional sales manager, **Evans Products Co.'s Transportation Equipment Group,** has been appointed assistant director railcar sales, Plymouth, Mich. **H. J. Morris,** assistant regional sales manager, Chicago, succeeds Mr. Veague. **Chester E. Sowinski** has been named sales engineer, Chicago. **George B. Lynch,** director of industrial engineering, has been appointed plant manager of the Plymouth Railcar Division.

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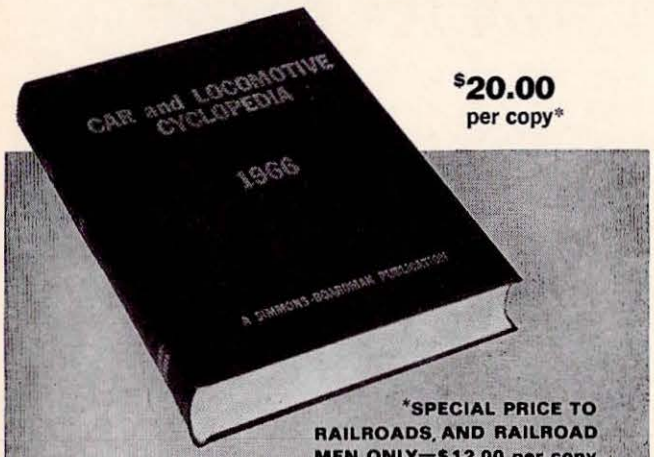

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VIEWPOINT

Containerization—Just around the corner

When the container idea first gained attention some years ago, the feeling was widespread that containerization represents the wave of the future. For some railroads, notably the Southern and New York Central, that wave has already started to break, with impressive results, too.

But the fact remains that the majority of rail managements are waiting to see what will happen. There are strong voices in the rail community that argue convincingly that conventional piggyback is and will remain the prime means of integrating the rail mode with others.

Advocates of a quick shift to containerization often have their eye on international traffic aspects. In this connection, a meeting next month of the U.S. National Committee of the International Cargo Handling Coordination Association will feature a concept paper for discussion that will take the containerization argument a big step further.

The argument to be made is this. Containers by themselves, standardized or not, cannot bring about true integration of our transportation system if the technology is merely superimposed on the presently fragmented transportation system and regulatory philosophy in this country.

The contention is that the container, to reach the level of acceptance foreseen for it, must be treated as a vehicle in itself,—not simply a form of packing, for the purpose of shunting goods from mode to mode. The concept enunciated is named "Transmodalism;" in other words, the vehicle passes through other modes, but has an identity all its own.

As a corollary of this, there would have to be transmodal operators, the argument goes. As it is now, each mode concentrates on its own segment of the transportation cycle, to the detriment of true integration of services. The transmodal common carrier could take responsibility for providing a container at some loading point, and make all arrangements for shipment to destination, including final consignment.

The obvious implication is stated explicitly in the position paper: The entire set of statutes under which the various modes now operate would have to be drastically revised. The Interstate Commerce Commission, Federal Maritime Commission and Civil Aeronautics Board, are charged, if anything, with having actively encouraged the fragmentation that now exists in transportation.

If transmodalism in the sense outlined here were to be encouraged, these regulatory bodies would have to operate under statutes that merge the various jurisdictions, and otherwise take account of the "vehicle-passing-through" concept. In this way, there would be no bar to operators of ships, trucks, trains, planes —and for that matter, freight forwarders or export-import men—becoming transmodal common carriers.

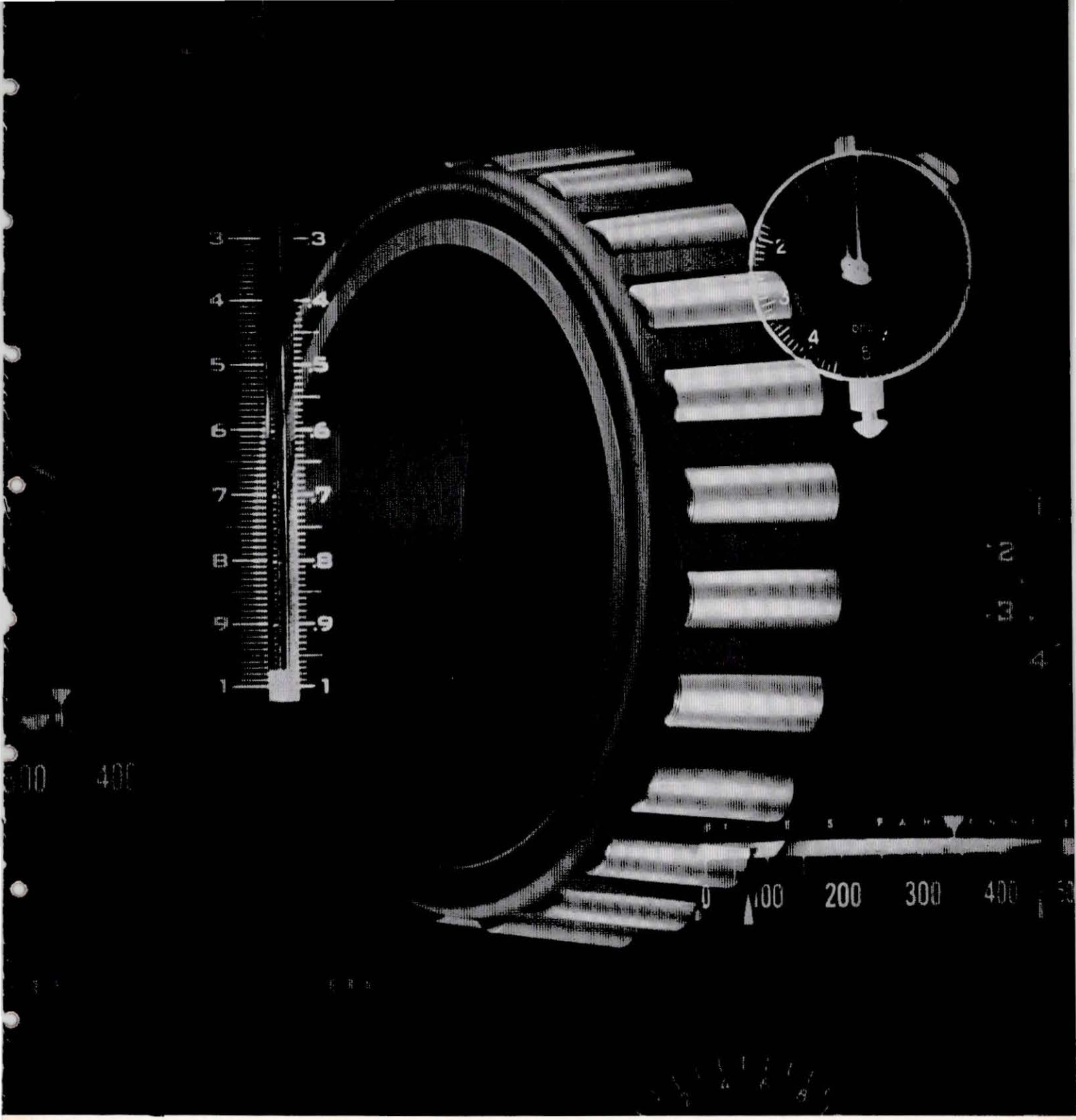
. . . and likely to stay there?

The arguments on the other side represent not so much a contradiction as a shift in perspective. James Newell, president of Trailer Train, for instance, believes that while containers probably have a fine future in overseas traffic, their potential for domestic traffic is overrated at the present time.

According to Newell, "Traffic in this country which will move intermodally with water carriers and which is subject to containerization, only represents an estimated 4 to 6% of the purely domestic traffic . . . which can be moved by the railroads in piggyback or by the truckers in over-the-road service."

He cites the well-known problems of making a massive shift to containers: Expensive loading equipment that may only be justified at major terminals; lack of standardization in container sizes; heavy investment in present TOFC equipment which for many shippers is perfectly satisfactory.

The interesting thing about the pro-container argument is that it picks up a theme the railroads have been voicing for years, namely, that limitations on the right of entry by one mode into another mode are unduly restrictive, and quite out of date. The important thing in all the arguments over containerization, pro and con, is that the goal of integration remain in sight. As LV President John Nash puts it on page 18 of this issue, "The combining of rail, truck, ship and air transportation must come."



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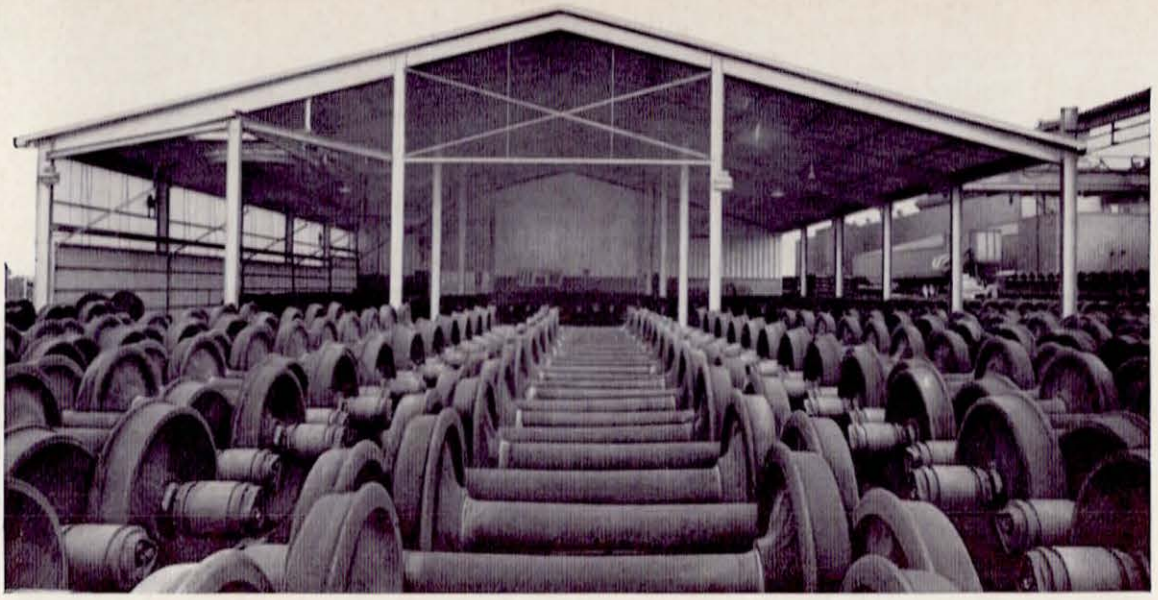

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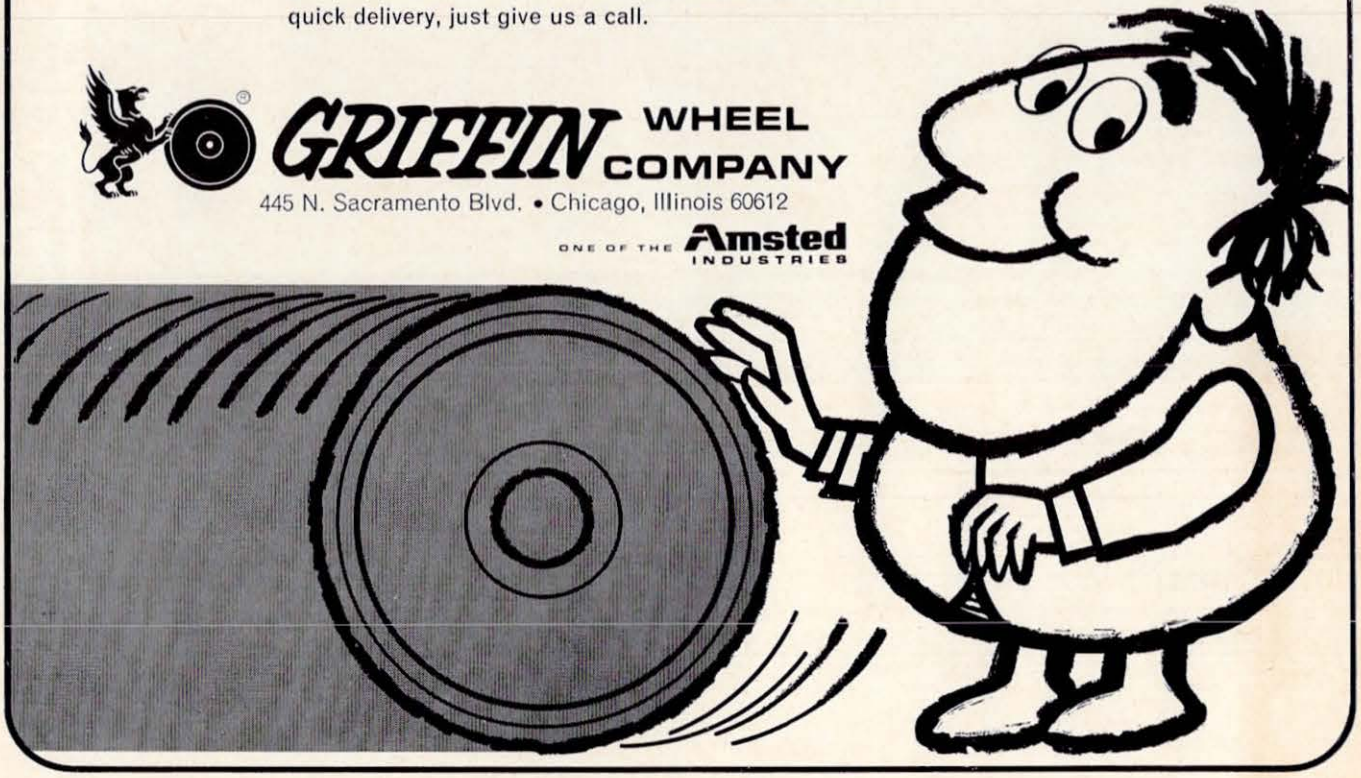

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